



KitDarby.com Aviation Consulting

Pilot Career Counseling, Earnings & Forecasting • Litigation Support

Career Loss Value Model of Joochan Lee

By

**Kit Darby
President**

September 6, 2021

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I – INTRODUCTION

This is a career loss value model of Mr. Joochan Lee for Attorney Anthony Marsh and the law firm of Herrmann Law Group in Seattle, WA. Mr. Kit Darby, President of KitDarby.com Aviation Consulting, LLC (KDAC) an aviation consulting and pilot career information firm in Peachtree City, Georgia constructed this model and report.

Mr. Darby is president of KitDarby.com Aviation Consulting, LLC (KDAC) and the former President and owner of Aviation Information Resources, Inc., (AIR, Inc.) from 1995 to 2009. Mr. Darby was 1/3 owner and Executive Vice President of Future Aviation Professionals of America (FAPA) from 1989 to 1994. Mr. Darby is a retired airline Captain, First Officer, and Flight Engineer for United Airlines and was a military standardization/instructor pilot and instrument flight examiner in the United States Army and Georgia National Guard for 23 years. He is currently a flight and ground instructor pilot in the ATP-CTP Program on the B-757/767, B-737, and MD-88 for Delta Air Lines at the Delta Pilot Training Center in Atlanta, GA.

Mr. Darby has been in the pilot hiring information business since 1983 and has authored numerous publications listed in Appendix A, including:

- Airline Pilot Job Monthly, a monthly pilot job newsletter published from 1996 to 2009 (Publisher)
- Airline Pilot Careers Magazine, a monthly magazine with feature articles on airlines, the airline industry, job market trends and job search strategies from 1996 to 2008 (Publisher)
- Ultimate Airline Pilot Starter Kit (Co-author and Publisher)
- Airline Pilot Careers seminar workbooks from 1985 to 2008 (Co-author and Publisher)
- Questions, Questions – airline interview question guide and Flash Cards (Author and Publisher)
- Airline Pilot Test Kit (Author and Publisher)
- World-wide Airline Pilot Supply and Demand Study (Co-author)
- Airline Pilot Resume Kit (Co-author and Publisher)
- US Airline Pilot Salary Survey 1984 to 2020 (Co-author and Publisher)

Mr. Darby is being paid as an expert witness in this case. His compensation is \$7,182 for the study and \$325/hour for testimony. See Appendix B. Fee Schedule.

Mr. Darby has been a witness and has testified as an expert at trial or by deposition within the preceding 4-years in the cases listed in Appendix C. Case List.

Primary Career Models:

Two career models have been constructed which reflect the most probable potential earnings loss of a professional pilot working as a Mission Pilot, Regional and/or a Major airline. Mr. Lee was starting his flight training at the time of his death. He was enrolled at Moody Bible Institute (MBI)

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pursuing a BS degree in Mission Aviation Technology, with a 2.76/4.0 GPA. He was working as a janitor while training as a pilot for The Moody Bible Institute.

These models have Mr. Lee continuing his training as a commercial pilot and certificated flight instructor until he graduated in two years. He would then work as instructor pilot for MBI until he reached 400 total flight hours in one year. After becoming qualified and gaining his initial experience he would join the Mission Aviation Fellowship (MAF) or a similar company as a mission pilot for two assignments and a total of ten years. After working as a mission pilot he would join the Regional airlines. He could remain there for a full career (OPTION 1 – 20%) or, after gaining five years of additional flight experience and reaching the position of Captain, he could move to the Major airlines as a First Officer and, after ten years, Captain (OPTION 2 – 80%). Current FAA regulations require an airline pilot to retire on his/her 65th birthday. KitDarby.com has constructed both airline career models for Mr. Lee's career starting at the date of his accident, 7/13/2018, and ending at age 65, followed at retirement until actuarial death at age 77.1.

The chronology of Mr. Lee's airline career model is summarized below:

Starting March 18, 2018, Mr. Lee would continue his flight training as a Commercial pilot and certificated flight instructor at MBI for 2 years to build his flight experience to the 400 hours required to become a mission pilot for ten years. After working as a mission pilot and gaining the required flight experience, he would join a Regional airline as a First Officer. He would remain at the Regional airlines for at least three years as a First Officer and two years as a Captain to gain the minimum and competitive qualifications and experience the Major airlines require to be hired (80%). Or he could remain at the Regional airlines as a Captain of smaller aircraft for the balance of a full career to the mandatory retirement age of 65 (20%). When he transitioned to the Major airlines he would start as a First Officer and after 10 years of service he would achieve a position as a Captain. Aircraft progression is based on the number of aircraft in the current fleet at each airline.

Primary Career Path	Probability	Description
Student Pilot	100%	2-years of flight training at MBI
Certificated Flight Instructor	100%	1 years - time building at MBI
Mission Pilot for MAF	100%	10 years as a mission pilot
National/Regional Airline Pilot	100%	3 years as a National/Regional FO, 2 years as a Captain, 5 Years total
National/Regional Airlines – Full Career OPTION #1	20%	Balance of a full career to age 65 as a National airline Captain.
Major Airline Pilot - Full Career OPTION #2	80%	Major Airline Pilot Career, 10 years First Officer, Balance of a full career to age 65 as a Captain.

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This report consists of the following sections:

- I Introduction
- II Employability
- III Economic Model Construction
- IV Economic Model Results
- V Executive Summary
- VI Definitions
- VII Bibliography

Attachments:

- A: Professional Publications
- B: Fee Schedule
- C: 4-Year Case List
- D: Aviation and Business Resumes
- E: Documents Reviewed for Mr. Joochan Lee's Case
- F: Websites reviewed for Joochan Lee Case

Each section explains the information and terminology that is included in the calculations and in the report.

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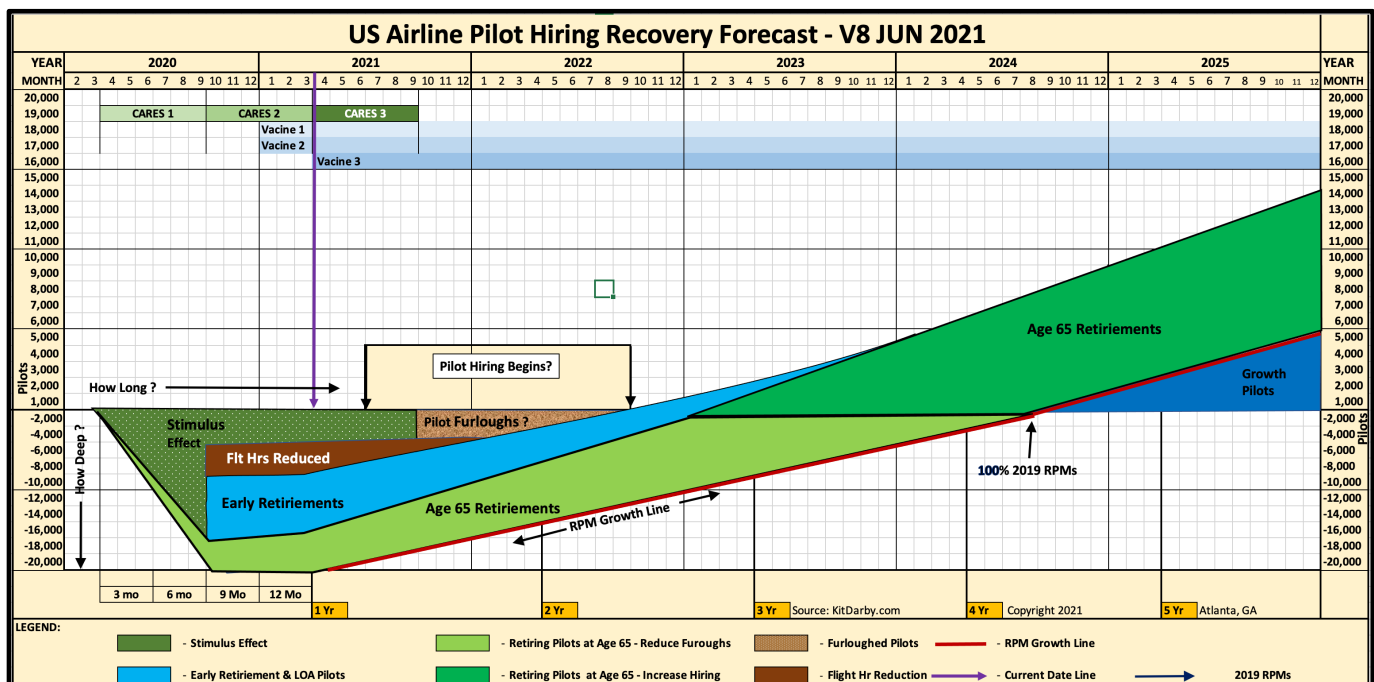
II – EMPLOYABILITY

Airlines

Most National and Regional airlines have been hiring pilots since the early 1980's. Most Major airlines were hiring prior to 9/11. In the early 1990's, a recession resulted in airlines posting record losses. In an effort to return to profitability, most of the major airlines embarked on a restructuring plan, which in part included eliminating or offloading unprofitable short-haul routes to their National or Regional airline affiliates. As a result, the National, Jet and Non-Jet Regional airline market segment enjoyed record growth.

The Major airlines alone hired 3,053 pilots in 2014, and 3,429 in 2015, 4,113 in 2016, 4,988 in 2017, 4,606 in 2018, 4,977 in 2019 and 2398 in 2020 according to FAPA.aero. Boeing & CAE, the largest aircraft and the largest simulator manufactures are forecasting that North America will need 208,000 pilots over the next 20 years and 65,000 pilots over the next 10 years in their most recent post COVID pandemic forecast.

Hiring throughout the airline industry is conservatively forecast at over 77,870 openings in the next 15 years. For the large jet carriers, this hiring is based on a formula of aircraft x utilization = pilots, 5% annual growth for the Nationals and Regionals, plus known age 65 and estimated early and medical retirements. New rest rules for pilots (14 CFR Part 117) took effect in early 2014. These additional rules require the airlines to staff additional pilots to cover their current and future flying requirements. There was a developing worldwide shortage of pilots until the first quarter of 2020 when the global COVID-19 pandemic shutdown the airlines worldwide. The outcome of the pandemic and the resulting economic downturn are unknown at this time with a fast recovery developing in the US. Looking at previous medical and security -related contractions, the recovery should follow an initial "U" shaped recovery followed by a longer and slower "L" shaped recovery over several years as illustrated in the chart below.



Source: KitDarby.com

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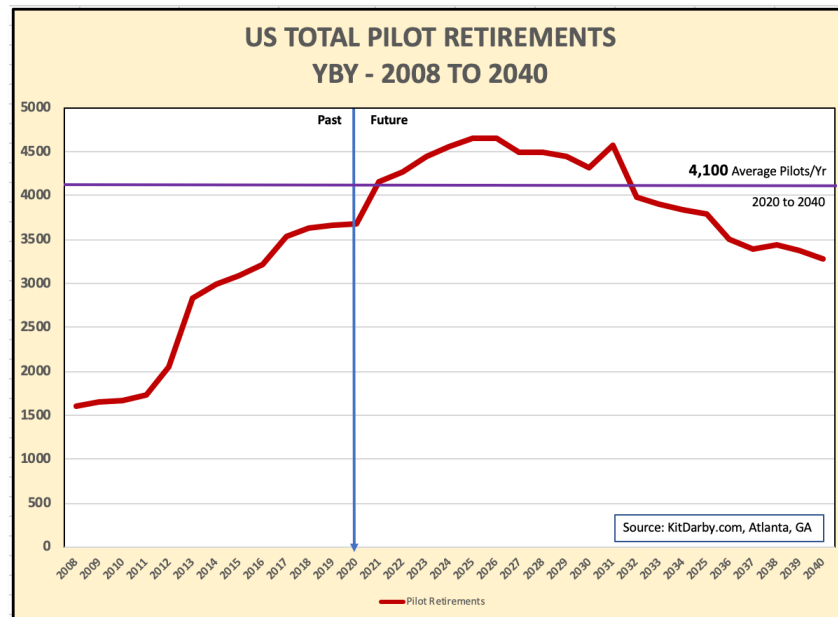
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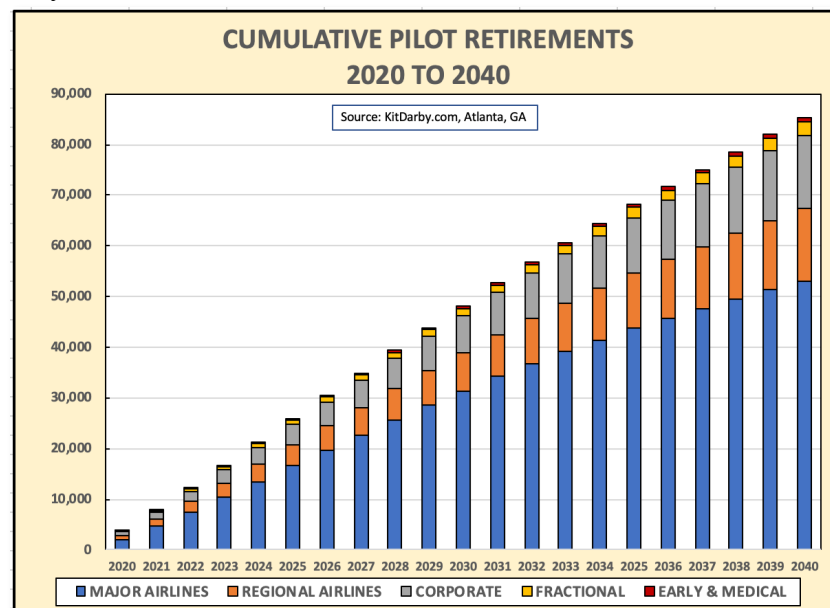
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All airframe manufacturers, the FAA, and most aviation consultants were forecasting a large demand for airline pilots, resulting in shortages, especially at the smaller airlines. This shortage is returning as pilot hiring resumes in late 2021. This pilot shortage will make initial employment as a pilot at the Regional and Major airlines much easier for established qualified and experienced pilots like Mr. Lee after ten years as a mission pilot.

The large pilot age 65 retirements over the next 20 years will shorten the time required for pilot hiring to resume and accelerate the promotion timeline in the future. Over 4,100 pilots will retire on average each year through 2040. Cumulatively, there will be a need for over 80,000 new professional pilots in the US by 2040.



Source: KitDarby.com



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The historical overview of US airline pilot hiring from 2000 to 2019 is shown below: Source FAPA.aero.

Major Airline Pilot Hiring by Year (2000-Present)																							
Airline	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	Totals
Delta Air Lines	812	420	0	0	0	0	0	392	332	0	155	0	0	0	915	958	1206	1082	582	492	410	0	7756
Southwest Airlines	425	444	195	147	384	350	628	432	384	0	0	262	140	60	345	276	631	898	759	402	28	0	7190
American Airlines	1171	797	0	0	0	0	0	0	0	0	0	0	0	20	500	313	519	637	897	934	354	0	6142
United Airlines	1032	194	0	0	0	0	0	120	115	0	0	0	0	398	381	872	522	290	599	905	153	0	5581
JetBlue	124	121	250	216	206	498	450	434	95	30	113	275	68	283	420	289	273	271	278	395	87	0	5176
FedEx	216	404	210	7	159	433	315	38	0	0	0	139	152	14	8	137	427	428	413	370	265	0	4135
UPS Airlines	206	223	0	0	32	244	170	232	0	0	0	0	0	0	40	85	63	332	216	247	229	0	2319
Alaska Airlines	137	121	65	26	0	59	122	131	7	0	0	6	76	45	153	225	184	237	134	249	57	0	2034
Spirit Airlines	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	274	288	456	404	379	225	0	2026
Continental Airlines	75	137	0	0	0	408	495	544	110	0	0	0	0	0	0	0	0	?	?	?	?	?	1769
AirTran Airways	96	183	84	111	190	259	263	287	81	0	140	16	0	0	0	0	0	?	?	?	?	?	1710
Atlas Air	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	357	324	251	380	0	1312
Northwest	355	264	0	0	0	0	0	90	108	0	0	0	0	0	0	0	0	?	?	?	?	?	817
America West	250	40	13	126	190	50	0	0	0	0	0	0	0	0	0	0	0	?	?	?	?	?	669
ATA	63	52	34	221	38	0	0	0	0	0	0	0	0	0	0	0	0	?	?	?	?	?	408
Frontier	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	227	141	0	368
Allegiant Air	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	0	126	69	0	195
TOTALS	5105	3408	851	854	1199	2301	2443	2766	1299	30	408	748	553	1084	3053	3429	4113	4988	4606	4977	2398	0	50613

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Each airline has specific hiring requirements; however, the generic range of qualifications is presented below:

Age:	23 – 65 years of age.
General:	Must pass company personality/aptitude, proficiency flight simulator, general, aeronautical knowledge, and cognitive tests, plus personnel interviews.
Health:	Good to Excellent. Weight in proportion to height. FAA First Class Medical Certificate or ability to obtain one. 20/20 vision or vision corrected to 20/20 using corrective lenses or contacts. No physical waivers or restrictions. Limitations are subject to evaluation on an airline-by-airline and individual basis.
Education:	High School degree required, four-year college preferred or required, advanced degree preferred, aviation degree preferred, and at least two years of college desired.
Background:	Clean judicial and traffic record, stable employment history, good personal and professional references, and a good credit history.
Work Experience:	Military training and flying experience desired. For candidates with a civilian background, 14 CFR, Part 135 and/or Part 121 work experience preferred.
Licenses:	Airline Transport Pilot certificate with multiengine land ratings required. Aircraft type rating required (typically provided by the airline).
Flight time:	1,500 (FAA minimum) to over 4,000 hours of flight experience. Some airlines have specific flight time requirements for night, instruments, multiengine, jet (turbine) and pilot-in-command flight experience. Flight experience in proportion to age or years of flying.
Other:	U.S. Citizenship or right to work in the United States. Must pass an extensive background check including employment, drivers, airmen, criminal, and credit record reviews.

Mr. Lee was a qualified aviation maintenance technician with powerplant and airframe ratings and he was just beginning his formal flight training. He was dedicated to continuing the development of his professional flying career. At the time of his accident, he held a Student pilot's license. Mr. Lee's total flight time was approximately one hour of single-engine flight experience. He held a Second-Class FAA medical certificate issued in May of 2018. He was 24 years of age.

Next, Mr. Lee would remain at MBI, an accredited 4-year college in Spokane Washington state and complete his BS in Missionary Aviation Technology. After graduation, in 2 years, he would become a commercial pilot and a flight instructor for an additional year to gain the necessary flight experience (400 hours) to work for the Mission Aviation Fellowship (MAF) or a similar organization as a missionary pilot. He

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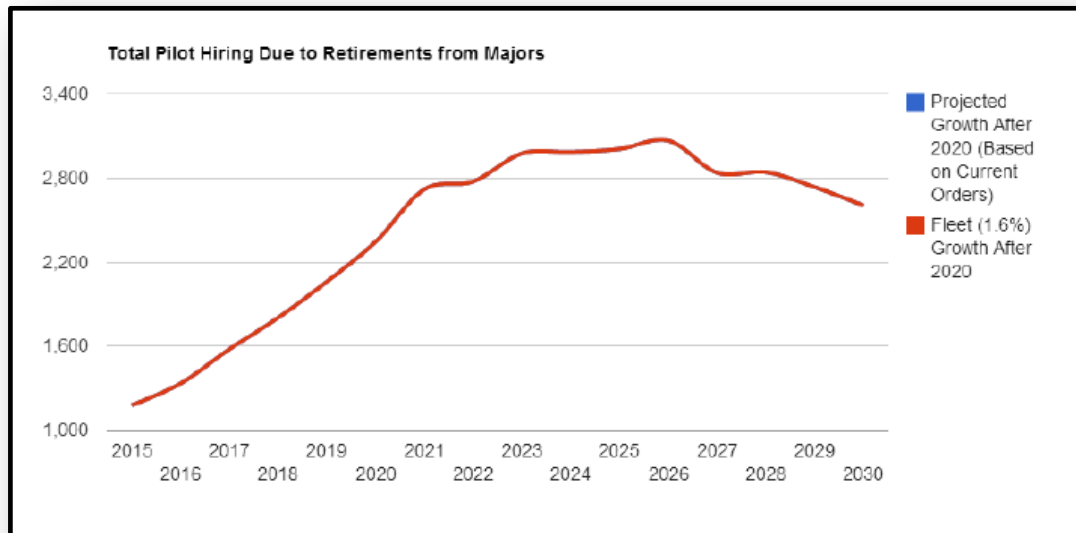
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planned to serve two five-year tours overseas and then return to the US and become an airline pilot. He would gain approximately 6,000 hours of single-engine flight experience as a missionary pilot and subsequently to move to one of the National/Regional airlines which require a minimum of 1,500 hours. The airline industry is now seeing significant mandatory pilot age 65 retirements, which will peak at 3,000 pilots per year at the Majors and reach 4,000 overall in 2026. The probability that Mr. Lee would have been hired by the National/Regional and then Major airlines in 2031, as I have modeled in this report, is excellent. The majority of the pilots at the Regionals come from the Flight Instructor or Commercial pilot ranks and the majority of pilots hired by the Major airlines come from the Captain ranks of the Regional airlines.

This chart shows the annual demand for pilots at the Majors due to mandatory Age 65 retirements:



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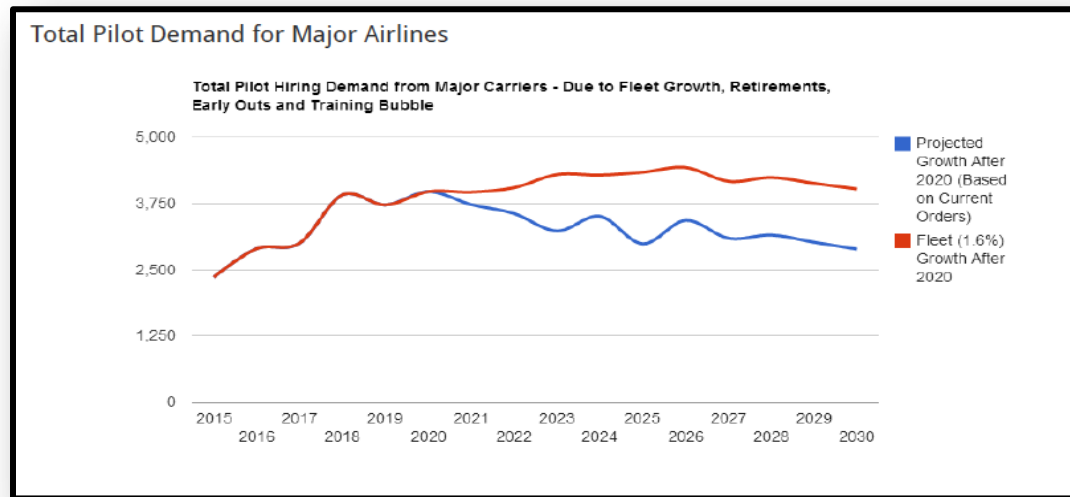
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The forecast of US airline pilot hiring from 2015 to 2030 is shown below:

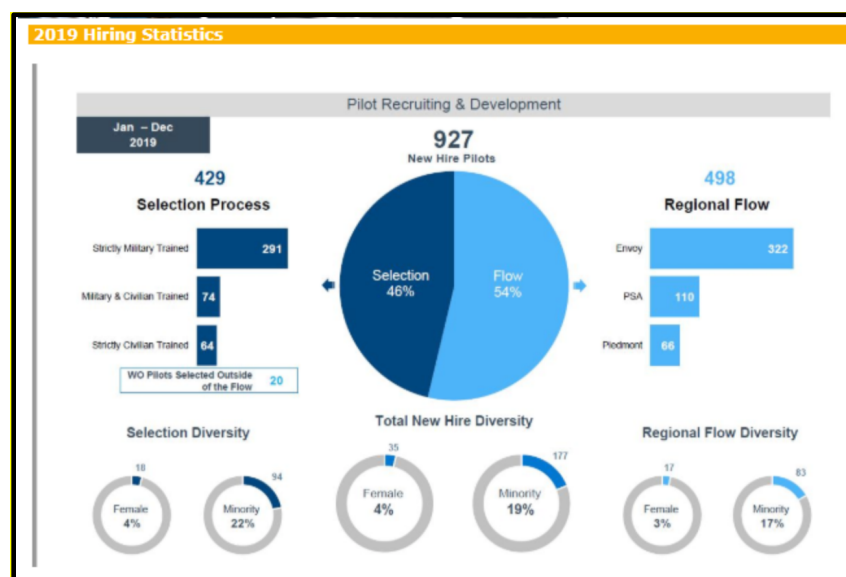
This chart shows the total pilot demand at the Major Airlines from 2015 to 2030:



As a well-qualified and experienced candidate after building his flight experience as a Commercial Pilot at MAF, Mr. Lee would have been actively recruited initially by the Regional airlines, and after additional experience and qualification, by Major airlines.

Upon reaching the required flight experience minimums he would have been hired by one of the Regional airlines, as I have modeled in this report. After five years of additional experience, three years as a First Officer and two years as a Captain, he could move to a Major airline, as I have modeled in this report.

In 2019 54% of the pilots selected by American Airlines were “Regional flow through” Pilots. Asian pilots are a minority in the airline industry and are actively recruited by both the Regional and Major airlines.



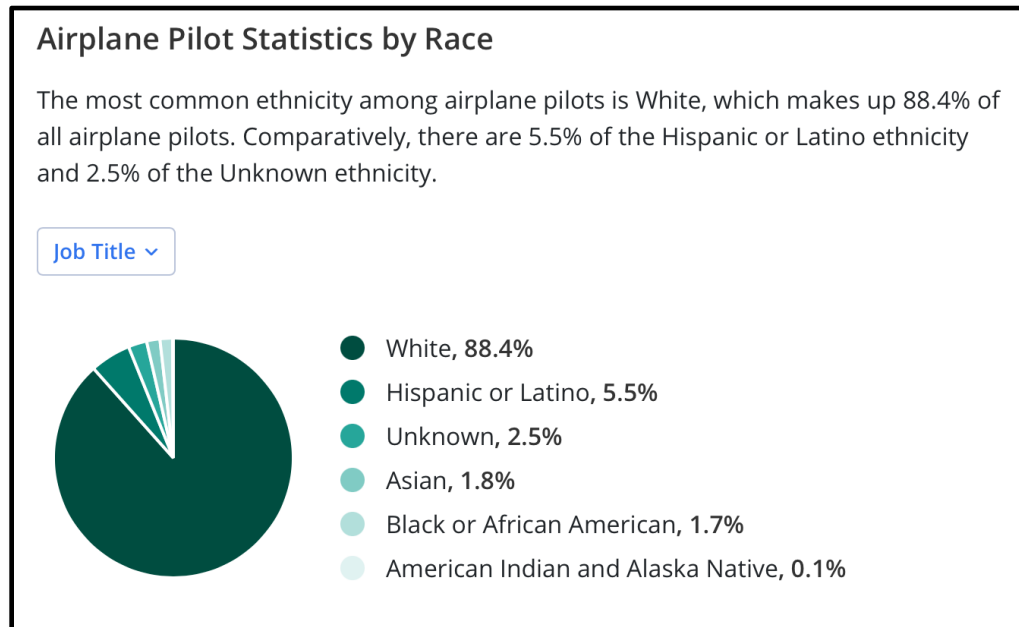
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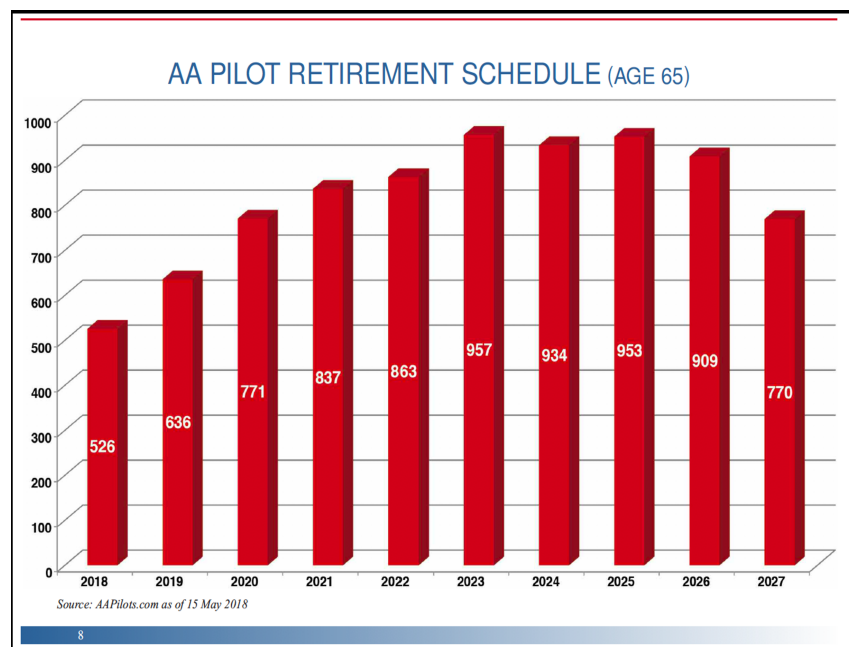
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Mr. Lee is an Asian pilot and Asians represent less than 2% of the US airline pilots. As a qualified and experienced minority pilot he would be actively recruited by airlines of all sizes.



Source: Zipps.com – Career Experts



American Airlines Pilot Retirements 2018 to 2027. SAMPLE, Source: American Airlines

The airlines modeled in this report represent the majority of the Regional airline pilot positions and 100% of the Major airline pilot positions in the US.

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The airlines modeled includes:

Regional Airlines: 14,340 pilots of the approximately 20,000 Regional airline pilots in the US (71%).

6 National Airlines Modeled
Air Wisconsin
Endeavor
Envoy
PSA
Republic Group
SkyWest

Major Airlines:

13 Major Airlines Modeled
Alaska
Allegiant
American*
Atlas
Delta
FedEx
Frontier
Hawaiian
jetBlue
Southwest
Spirit
United*
UPS

*Airlines modeled for the Flight Dispatcher mitigation earning model

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III – ECONOMIC MODEL CONSTRUCTION**A. WAGES and SALARIES**

Pilot income and benefits have several facets. Base pay is determined in the airlines by hours flown, crew position and aircraft size.

Regional Airlines

NATIONAL AIRLINE PAY HOUR GRID			
Airline	Schedule Maximum	Schedule Guarantee	Average Credit Hours/Month
AIR WISCONSIN	NONE	75	85
ENVOY	100	72	85
ENDEAVOR	NONE	75	85
PSA	NONE	75	85
RP GROUP	100	75	85
SKYWEST	NONE	80	85
Average	100.0	75.4	85.0

Source: KitDarby.com analysis

Major Airlines

All major airlines pay their pilots a monthly guarantee ranging from 68 hours to 81 hours of flight time per month. The hours flown each month vary depending on the amount of flying scheduled and the number of pilots available.

The FAA maximum is 1,000 hours/year or 83 hours a month of actual flying. Credits for extended duty, trip time, vacation, training, and minimum day are not counted against the FAA maximum. Some airlines have set a pay cap (maximum hours of reimbursement per month). Some pilots can deposit earned pay hours in excess of this cap into a “time bank”. These pay hours are used to equalize compensation during months of less than maximum contractual flight hour accrual or to “purchase” time off. For the benefit of this model, all calculations are based on a specific average of flying per month at the 12 Major airlines as calculated in the table below:

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MAJOR AIRLINE PAY HOUR GRID			
Airline	Schedule Maximum	Schedule Guarantee	Average Credit Hours/Month
Alaska	85.0	75.0	83.0
Allegiant	95.0	70.0	85.0
American	90.0	73.0	83.0
Atlas	NONE	62.0	70.0
Delta	75.0	68.0	83.0
FedEx	NONE	68.0	91.0
Frontier	NONE	75.0	85.0
Hawaiian	90.0	75.0	82.5
jetBlue	NONE	70.0	85.0
Southwest	100.0	79.0	85.0
Spirit	NONE	72.0	85.0
United	92.0	70.0	83.0
UPS	113.0	81.0	91.0
Average	92.5	72.2	84.0
Pay Hour Adjustments:			
Fed Ex	12 annual bid periods - 8 four weeks & 4 five weeks		
Hawaiian	Monthly Max is 10 hours above average line value		
Southwest	Trip time adjusted to credit hours		
United	Scheduled maximum varies between 81 and 83 hours monthly		
UPS	13 annual pay periods adjusted to 12		

Source: KitDarby.com analysis

All wage and benefit values presented in this analysis are in 2021 dollars from current union contracts and salary surveys published by industry experts and pilot career information services. **Model values have not been increased for future contract raises or decreased to adjust for the future value of money.**

Major airline pilot pay is based on the following:

- Equipment being flown (type of aircraft).
- Aircraft speed (cruise speed).
- Gross weight of the aircraft (maximum take off gross weight).
- Flight deck position (captain, first officer, flight engineer).
- Longevity with the company (years of service).
- Company profitability goals.
- International/domestic operations.
- Day/night flying.
- Special navigation/over water operation.

Specific rules for income calculations at each airline have been taken into consideration.

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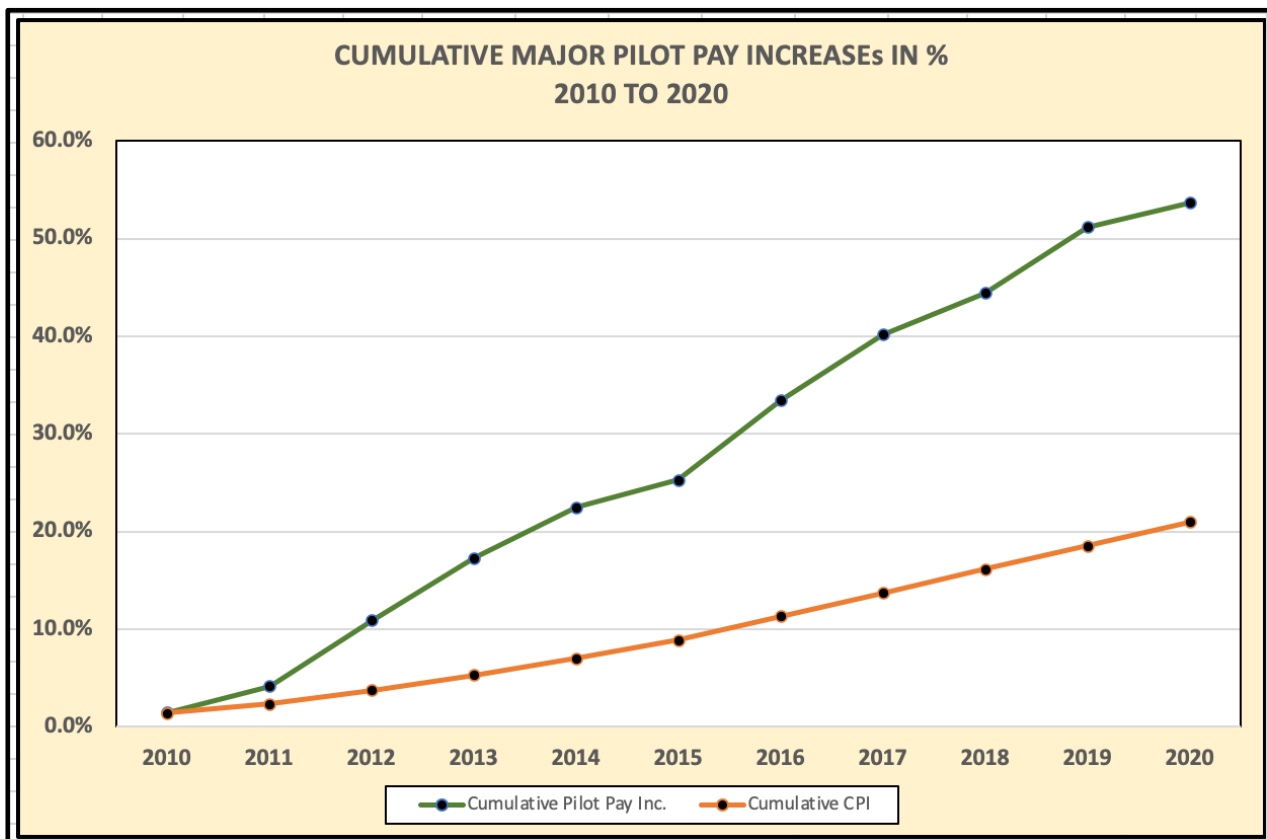
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No wage growth has been added to this model. The increased pay rates over time are the result of contractual longevity pay raises in the current pilot contracts (First 12 years only for most airlines) and the higher pay rates paid when flying larger aircraft (B-737 vs B-777) or working in a higher duty position such as Captain versus First Officer. Longevity increases are typical only for the first 12 to 20 years of service. Aircraft and duty position increases are achieved whenever the pilot's seniority is high enough to hold the larger aircraft or higher duty position. After the first 12 to 20 years only aircraft and duty position increases are possible. The increases shown in this model are all either longevity or aircraft and duty position raises at current pay rates for the contract in force at the time of this report. These rates have not been increased for future contractual pay raises in the current contracts or any future raises negotiated in future contracts over the period of this model. The values used are as if Mr. Lee worked every day of his career under the current contract. The pay, benefits, and retirement values have not been increased for future raises or decreased to reflect the present value of money.

Here is the history of the pay changes at the Major airlines since 2010 and those scheduled until 2023. Pilot wage increases have outperformed the Consumer Price Index (CPI) by a wide margin and even with a wage adjustment for the current recession of 20% to 30% there would still be no loss because the discount rate would be an increase in the future value not a reduction.



Source: KitDarby.com analysis

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Major Airline Annual Pay Increases																		
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Average
Alaska	AS			3.0%	11.0%	1.5%	1.5%	3.5%	18.0%	3.0%	3.0%							5.6%
Allegiant	G4						5.0%	6.0%	2.5%	1.5%	1.0%	1.0%	1.0%					2.6%
American	AA					8.0%	3.0%	3.0%	3.0%	3.0%	3.0%	--						3.8%
Delta	DL		4.0%	12.5%	8.5%	3.0%	3.5%	18.0%	3.0%	3.0%	4.0%	--						6.6%
FedEx	FX	--	3.0%	3.0%	--	--	--	10.0%	3.0%	3.0%	4.0%	3.0%						4.1%
Frontier	F9	1.0%	--	--	--	--	--	3.2%	4.2%		2.0%	4.0%	2.0%	3.0%	3.0%			2.8%
Hawaiian	HA				4.0%	2.0%	2.0%	--	25.0%	1.5%	2.0%	2.0%	3.0%	3.0%				4.9%
JetBlue	B6							11.5%		18.5%		2.0%	2.0%	2.0%	2.0%			6.3%
Southwest	WN	2.0%	1.0%	--	--	--	--	15.0%	3.0%	3.0%	3.0%	3.0%						4.3%
Spirit	NK	--	--	8.4%	2.0%	8.4%	2.0%	--	--	--	45.0%	2.0%	2.0%	2.0%	3.0%			8.3%
United	UA					8.5%	2.5%	3.0%	3.0%	3.0%	4.0%	--						4.0%
UPS	5X								3.0%	3.0%	3.0%	3.0%						3.0%
Pilot Pay																	Average	4.9%
Average		1.5%	2.7%	6.7%	6.4%	5.2%	2.8%	8.1%	6.8%	4.3%	6.7%	2.5%	2.0%	2.5%	2.7%			
Cumulative average		1.5%	4.2%	10.9%	17.3%	22.5%	25.3%	33.4%	40.2%	44.4%	51.2%	53.7%	55.7%	58.2%	60.8%			
CPI Annual %		1.42%	0.96%	1.36%	1.58%	1.74%	1.86%	2.41%	2.41%	2.41%	2.41%	2.41%					Average	1.91%
Cumulative CPI		1.42%	2.38%	3.73%	5.31%	7.05%	8.91%	11.32%	13.73%	16.14%	18.55%	20.96%						
Source: Major Airline Pilot Contracts													KitDarby.com • Atlanta, GA © 2020					8/15/20

Source: KitDarby.com analysis

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Base pay represents only a portion of a pilot's total lifetime earnings potential. A secondary income source is the value of benefits enjoyed by a pilot while he is actively employed and in his retirement.

Moody's Bible Institute:

Limited Benefits available for part-time employees.

Mission Aviation Fellowship:

A Commercial pilot employed by MAF can expect the following school paid benefits:

- Insurance – Disability, life, health, vision, and dental, plus a health savings account.
- Vacation.
- Sick leave.
- Retirement – 401(k)

National/Regional Air Line Benefits

A pilot employed by a National/Regional airline can expect most or all of the following benefits in addition to his base pay:

- Partially paid medical and health insurance for the entire family plus favorable rates for additional Insurance.
- Partially paid dental insurance for the entire family.
- Partially paid life insurance for the employee.
- Life insurance for the other family members available at low cost to the employee.
- Disability insurance for the employee, (loss of license).
- Travel passes for the immediate family and for the parents of the employee.
- Per Diem pay for the employee while away from base.
(Per Diem pay is not shown as income in this model).
- Uniform purchasing and cleaning allowances.
- Profit sharing plans and 401(k) programs.
- Company paid retirement –B funds. These are defined contribution plans
- Paid sick leave.
- Paid vacation.
- Bonuses for – Initial signing, 1, 2, and 3-year completion, recruiting, and prior qualifications.

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Major Airline Benefits

A pilot employed by a Major airline can expect the following company paid benefits in addition to base pay:

- Majority-paid medical and health insurance for the entire family plus favorable rates for additional insurance.
- Majority-paid Dental insurance for the entire family.
- Life insurance for the employee. Life insurance for the other family members available at low cost to the employee.
- Disability insurance for the employee (loss of license).
- Travel passes for the immediate family, and for the parents of the employee.
- Per Diem pays the employee's expenses while away from base. A typical month requires 240-360 hours of trip time at \$2.45/hour domestically or \$2.90 internationally yielding \$600 to \$900 or more per month. (Per Diem pay is not shown as income in this model).
- Uniform purchasing and cleaning allowances.
- Profit sharing and optional 401(k) programs (in addition to normal retirement programs).
- Retirement benefits. Medical, dental, life insurance plus travel privileges.
- Retirement plan income. Company paid 401(k). This is a lump sum defined contribution plan.
- Paid sick leave.
- Paid vacation.

The industry value of benefits for pilots varies among the airlines. The average value for American, Delta, and United airlines is currently 27.2% and the range is from 27% to 28%. This value includes all of the items, which are included in a benefits package. Retirement plan incomes are calculated and presented separately. Descriptive explanations and sample formulas are shown in each section.

Delta, United, and American Airlines Pilot Benefit Values - 2009 to 2018											
Pilots & Co-Pilots	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	10-Yr Aver.
Delta											
Sum of Pilots and Co-Pilots	6,581	10,701	10,708	10,606	10,547	10,741	11,476	12,026	12,734	13,206	
Average Salary	\$132,374	\$142,801	\$149,925	\$158,227	\$181,804	\$193,555	\$195,379	\$228,112	\$223,849	\$230,669	
Benefits	\$21,055	\$34,487	\$35,864	\$40,905	\$55,704	\$58,775	\$61,344	\$63,832	\$64,213	\$60,259	
Salary % Difference	5%	8%	5%	6%	15%	6%	1%	17%	-2%	3%	
Cum Salary Diff %	3%	13%	13%	11%	20%	21%	7%	18%	15%	1%	
% Benefits	16%	24%	24%	26%	31%	30%	31%	28%	29%	26%	27%
American											
Sum of Pilots and Co-Pilots	8,306	8,092	7,934	8,029	7,737	7,890	8,587	12,363	12,702	12,802	13,621
Average Salary	\$137,482	\$139,872	\$139,963	\$140,689	\$147,312	\$151,558	\$206,244	\$214,549	\$236,233	\$229,890	
Benefits	\$52,059	\$56,932	\$58,519	\$41,147	\$33,813	\$34,521	\$46,574	\$49,686	\$52,174	\$4,468	
Salary % Difference	-1%	2%	0%	1%	5%	3%	36%	4%	10%	-3%	
Cum Salary Diff %											
% Benefits	38%	41%	42%	29%	23%	23%	23%	23%	22%	2%	27%
United											
Sum of Pilots and Co-Pilots	6,337	5,581	5,515	5,490	9,899	10,255	11,128	11,282	11,017	11,344	
Average Salary	\$125,465	\$124,228	\$125,690	\$135,004	\$164,581	\$185,430	\$185,102	\$214,090	\$240,514	\$250,319	
Benefits	\$50,202	\$44,171	\$26,622	\$46,043	\$48,230	\$49,506	\$49,833	\$50,940	\$54,744	\$61,311	
Salary % Difference		-1%	1%	7%	22%	13%	0%	16%	12%	4%	
Cum Salary Diff %											
% Benefits	40%	36%	21%	34%	29%	27%	27%	24%	23%	24%	28%
Source: MIT Airline Data Project											27.2%

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Career Loss Value Model

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C. ACTUARIAL TABLES

Airline pilots are generally in very good to excellent physical condition and proper health maintenance is mandatory throughout their employment. The FAA and the airlines require each pilot to acquire and maintain an FAA-issued medical certification.

A First-Class Medical Certificate* is required to exercise the privileges of an Airline Transport Pilot Certificate (ATP)—to act as Pilot-in-Command (PIC):

- 6 calendar months if the airman is age 40 or over on or before the date of the examination
- 12 calendar months if the airman has not reached age 40 on or before the date of examination

A Second Class Medical Certificate* is required for commercial or non-airline duties:

- 12 calendar months for operations requiring a second-class medical certificate
- 24 calendar months for operations requiring a third class medical certificate if the airman is age 40 or over on or before the date of the examination, or 60 calendar months if the airman has not reached age 40

*Additionally, an Electro-Cardiogram (EKG) is required at age 35 and annually after age 40

Additionally, Major Airlines counsel their pilots on health maintenance. As a result of this required regular medical review airline pilots live a full life. The DOT/FAA completed a preliminary study of American Airlines pilots, which showed that pilots live five years longer than the general population. The RP2000 report by the Society of Actuaries also illustrated that high earning pensioners which would include airline pilots, also live about five years longer than the general population. We have been conservative and used the life expectancy of the general population in this model.

The life expectancy of a 24-year-old male today is 77.1 years of age.

U.S. Census Bureau, Statistical Abstract of the United States: 2012						
Expectation of Life and Expected Deaths by Race, Sex, and Age:						
Page 796, Table 103. 2008						
Expectation of life in years						
Yrs to Death		White		Black		Wt Male Age
Age in Years	Total	Male	Female	Male	Female	at Death
20	58.9	56.8	61.4	52.6	58.7	76.8
21	58.0	55.9	60.5	51.6	57.7	76.9
22	57.0	54.9	59.5	50.7	56.8	76.9
23	56.1	54.0	58.5	49.8	55.8	77.0
24	55.1	53.1	57.5	48.9	54.8	77.1
25	54.2	52.2	56.6	48.0	53.9	77.2
26	53.2	51.2	55.6	47.1	52.9	77.2
27	52.3	50.3	54.6	46.2	51.9	77.3
28	51.3	49.4	53.7	45.3	51.0	77.4
29	50.4	48.4	52.7	44.4	50.0	77.4
30	49.4	47.5	51.7	43.5	49.1	77.5

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KitDarby.com**D. RETIREMENT PLANS****Mission Aviation Fellowship**

MAF offers a 401(k) retirement benefit. I estimated this benefit as a 5% pilot contribution and a 5% match for a total contribution of 10%.

National Airlines

These airlines offer only optional plans such as 401(k)s, which are considered for this model because they are the primary retirement fund for the pilots at these airlines. The typical pilot contribution is the amount required to achieve the maximum company matching contribution, and that is the amount I have used in this model.

Voluntary additional pilot contributions would increase the value of the pilot's retirement and increase the pilot career values outlined in this model.

Major Airlines

Retirement income is one of the most valuable benefits an airline pilot enjoys. The Major airlines have negotiated a contract with Air Line Pilots Association (ALPA) or other unions, which includes a high-yield retirement plan with a defined contribution plan with lump sum pay out options.

For this model, KitDarby.com examined all Major airlines retirement plans. The defined benefit retirement plans are generally called "A" Funds and the defined contribution or lump sum plans are generally called "B" or "C" Funds.

401(k)s have replaced most defined contribution and defined benefit plans and are considered as a source of income in this report. There is no pilot matching required at the Major airlines. The company contribution amount grows tax free until retirement when it is distributed to the pilot as a lump sum.

**"A" FUND
Defined Benefit Plan**

"A" Funds are based on a percentage of the pilot's earnings, in addition to his earnings, which is paid by the airlines into a protected account where it grows tax-free for the life of the pilot and funds retirement in a monthly or annual annuity. The amount of the fixed monthly/annual payment is a percentage of the pilot's final average earnings (FAE) which is determined by his length of service with the company, aircraft flown, duty position and the number of hours flown monthly over the last or most productive 3-5 years of his career. Some plans also have a survivor clause, which enables a surviving spouse to receive a reduced amount for the remainder of the survivor's life paid in a monthly annuity. Survivor benefits are not included in this study. At a few airlines the value of the plan or a portion of it is available as a lump sum. For this study an annuity is used because it is the most common method of distribution of these funds. Most Major airlines do not have an "A" Plan. Only FedEx and UPS currently have an A-Fund.

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“B”, “C”, and 401(k) FUNDS Defined Contribution Plans

“B”, “C”, and 401(k) Funds are a percentage of the pilot’s earnings, in addition to his earnings, which is paid by the airlines into a protected account. This amount is added to the pilot’s fund account and the account grows tax-free according to how the fund is invested by the plan’s director or the pilot. The plan may grow by large percentages or even lose money, depending upon the management skills of the administrator. The unions, federal and state government agencies, closely control all retirement plans. For the purposes of this model, the annual value of these Funds increased by a conservative 5 % (the 20-year average “B” fund performance for major US airlines is over 8.0%, compounded annually. The amount in the account is tax deferred until it is withdrawn at retirement. These Funds are structured so that upon retirement, the pilot can extract the amount in his account as he chooses, either in a lump sum or in an annual or monthly annuity. For this model, KitDarby.com has assumed a lump sum dispersal of these funds at age 65 because it is the option most pilots choose.

401(k) PLAN Voluntary Contribution Plan

401(k) funds are based on a percentage of the pilot’s earnings which is paid into a managed portfolio account where it grows tax-free and funds retirement in a lump sum payment or elected monthly payments. The federal government and specific limitations of individual plans regulate the amount of monthly company and pilot’s contribution. The Major airlines do not match pilot contributions to these plans. Participation in this optional additional 401(k) would have increased the value of his retirement significantly. Voluntary 401(k) programs are not valued in this model.

E. PERSONAL BUSINESS OPPORTUNITIES

A pilot for an airline has considerable flexibility in how he utilizes days off. Time off each month ranges from 10-20 days per month with an average of 15 days a month. This available and flexible time off allows a pilot to pursue a personal, business or pleasure agenda. This can include raising a family, active participation in hobbies/sports, or the ability to work “on the side” for additional income. Since the options vary widely, KitDarby.com did not consider the income potential from outside work in this economic model.

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Career Loss Value Model

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F. CAREER EARNINGS**1. Moody's Bible Institute/Mission Aviation Fellowship Services lead in.**

The career earnings capability for a Commercial Pilot, flight instructor, and A&P mechanic working for MBI and then MAF or similar companies from the time he starts his flight training until he would complete his planned ten years of service as a Mission pilot is presented below:

MISSION PILOT CARRER EARNINGS SUMMARY		
	Career Income	545,060
Mission Pilot	Active Benefits	133,683
	"A" Fund	0
	Ret Benefits	0
	"B" Fund/401K	72,942
	Total	751,686

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Career Loss Value Model

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2. Regional/National Airline Pilot Career Earnings – 5 Year Lead-in Summary

The career earnings capability for a typical Regional airline pilot from the time he is hired at age 37.6 through the first five years of service is presented below: The average value for a five-year career leading to a Major airline pilot position is \$453,638.

5 -Year NATIONAL AIRLINE Lead-in			
SELECT NATIONALS EARNINGS SUMMARY - 5 YEAR LEAD-IN			
AIRLINE:	AIR WISCONSIN	ENDEAVOR	ENVOY
Pilots	547	1,905	2,500
Career Earnings	\$321,010	\$375,160	\$356,581
Active Benefits	\$68,208	\$85,082	\$75,101
"A" Fund	\$0	\$0	\$0
Retirement Benefits	\$0	\$0	\$0
"B" Fund/401K	\$53,220	\$87,608	\$38,369
Total	\$442,439	\$547,850	\$470,051
AIRLINE:	PSA	RP GROUP	SKYWEST
Pilots	1916	2445	5027
Career Earnings	\$351,506	\$360,297	\$299,521
Active Benefits	\$58,938	\$62,962	\$53,420
"A" Fund	\$0	\$0	\$0
Retirement Benefits	\$0	\$0	\$0
"B" Fund/401K	\$17,490	\$36,184	\$21,173
Total	427,934	459,442	374,114
		AVERAGE	
		Pilots	14,340
		Career Earnings	\$344,013
		Active Benefits	\$67,285
		"A" Fund	\$0
		Retirement Benefits	\$0
		"B" Fund/401K	\$42,341
		Total	\$453,638

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3. Regional/National Airline Pilot Career Earnings – Full Career to age 65 – Option #1

The career earnings capability for a typical Regional airline pilot from the time he is hired at age 37.6 through retirement and actuarial life, is presented below: The average value for a full career is \$4,364,015.

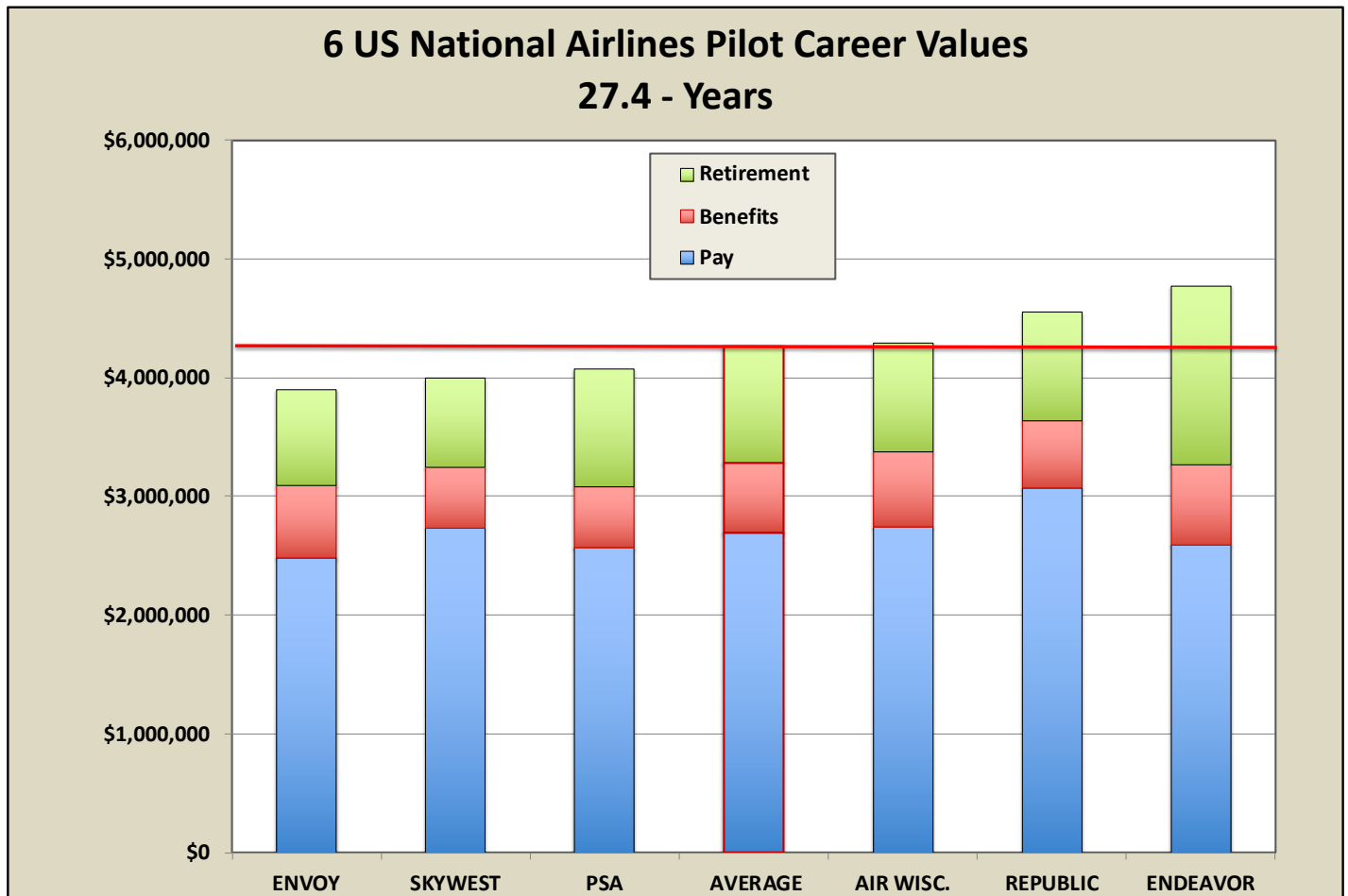
SELECT NATIONALS EARNINGS SUMMARY			
AIRLINE:	AIR WISC.	ENDEAVOR	ENVOY
Pilots	547	1,905	2,500
Career Earnings	\$2,772,886	\$2,983,300	\$2,503,832
Active Benefits	\$639,496	\$692,779	\$617,773
"A" Fund	\$0	\$0	\$0
Retirement Benefits	\$46,901	\$48,103	\$42,491
"B" Fund/401K	\$890,101	\$1,491,162	\$770,717
Total	4,349,384	\$5,215,344	3,934,814
AIRLINE:	PSA	REPUBLIC	SKYWEST
Pilots	1,916	2,445	5,027
Career Earnings	\$2,604,368	\$3,114,501	\$2,742,403
Active Benefits	\$509,087	\$562,696	\$506,110
"A" Fund	\$0	\$0	\$0
Retirement Benefits	\$46,500	\$52,513	\$48,103
"B" Fund/401K	\$951,459	\$858,114	\$688,691
Total	4,111,414	4,587,824	3,985,307
	AVGERAGE		
Pilots	14,340		-
Career Earnings	\$2,786,882		
Active Benefits	\$587,990		
"A" Fund	\$0		
Retirement Benefits	\$47,435		
"B" Fund/401K	\$941,708		
Total	\$4,364,015		

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Career Loss Value Model

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SELECT NATIONALS EARNINGS SUMMARY			
Airline	Career Value	% of Average	\$ Difference
ENDEAVOR	\$5,215,344	120%	\$851,330
REPUBLIC	\$4,587,824	105%	\$223,810
AIR WISCONSIN	\$4,349,384	100%	(\$14,631)
AVERAGE	\$4,364,015	100%	\$0
PSA	\$4,111,414	94%	(\$252,600)
SKYWEST	\$3,985,307	91%	(\$378,708)
ENVOY	\$3,934,814	90%	(\$429,201)

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Career Loss Value Model

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4. Major Airline Pilot Career Earnings Summary – Option #2

The career earnings capability for a typical Major airline pilot from the time he is hired at age 42.6 through retirement and actuarial life, is presented below: The average value for a full career is \$7,013,679.

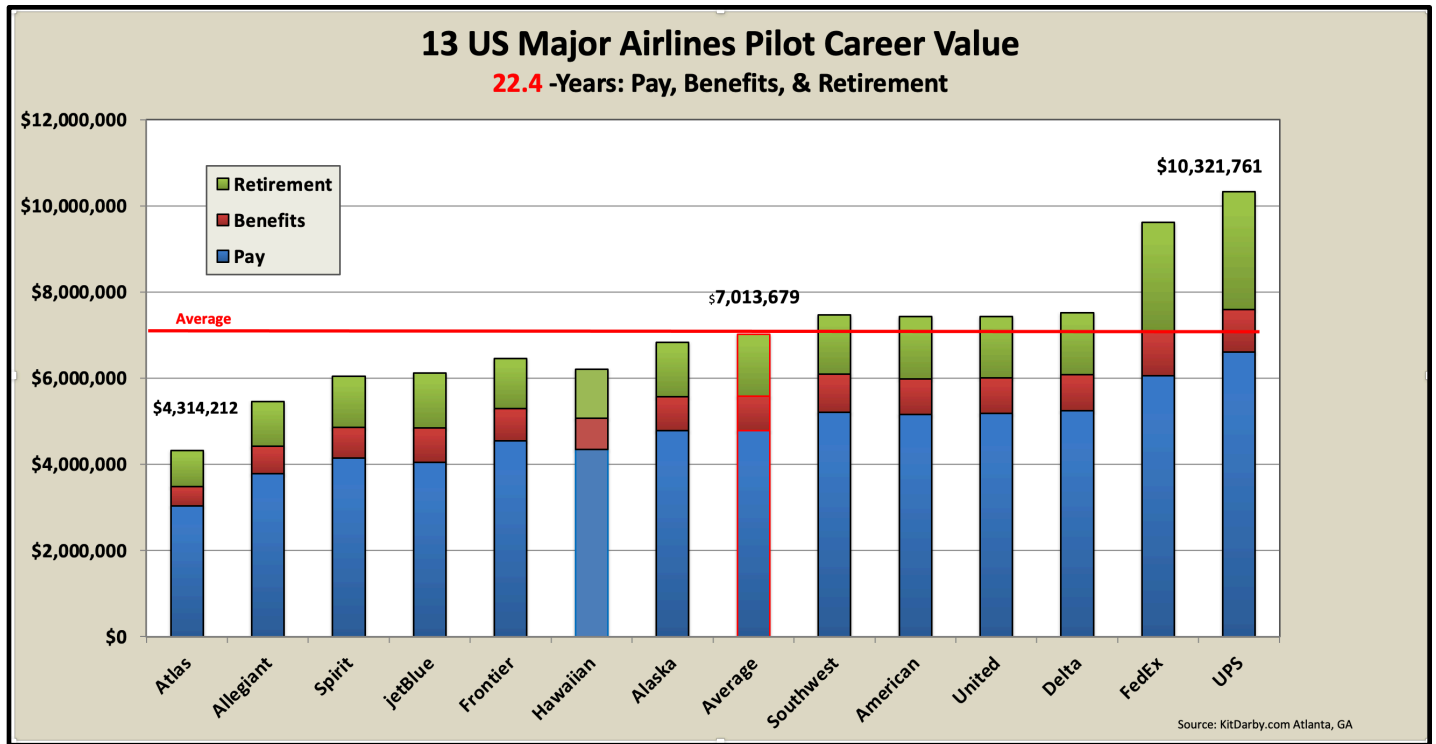
MAJOR AIRLINE EARNINGS SUMMARY - 22.4 YEAR CAREER				
AIRLINE:	Alaska	Allegiant	American	Atlas
Pilots	2,888	910	15,176	1,944
Career Earnings	\$4,775,485	3,779,596	\$5,157,882	\$3,030,384
Active Benefits	\$716,323	588,340	\$773,682	\$454,558
"A" Fund	\$0	0	\$0	\$0
Retirement Benefits	\$41,693	55,507	\$45,929	\$30,899
401-k, B, & C Funds	\$1,260,289	1,036,662	\$1,456,392	\$798,371
Total	\$6,793,789	\$5,460,106	\$7,433,884	4,314,212
AIRLINE:	Delta	FedEx	Frontier	Hawaiian
Pilots	14,600	4,613	1,350	766
Career Earnings	\$5,240,395	\$6,059,559	\$4,546,629	\$4,339,506
Active Benefits	\$786,059	\$908,934	\$681,994	\$650,926
"A" Fund	\$0	\$1,687,774	\$0	\$0
Retirement Benefits	\$50,158	\$126,583	\$63,027	\$77,814
401-k, B, & C Funds	\$1,436,971	\$829,016	\$1,166,969	\$1,140,291
Total	\$7,513,583	\$9,611,866	\$6,458,618	\$6,208,536
AIRLINE:	jetBlue	Southwest	SPIRIT	United
Pilots	3,700	9,614	0	12,505
Career Earnings	\$4,045,895	\$5,202,623	\$4,139,958	\$5,184,670
Active Benefits	\$722,481	\$780,393	\$674,993	\$777,701
"A" Fund	\$0	\$0	\$0	\$0
Retirement Benefits	\$69,233	\$113,140	\$37,166	\$44,342
401-k, B, & C Funds	\$1,281,460	\$1,369,927	\$1,194,847	\$1,422,641
Total	\$6,119,070	\$7,466,084	\$6,046,964	\$7,429,354
	UPS			MATH AVG.
Pilots	2,725			70,791
Career Earnings	\$6,605,805			\$4,777,568
Active Benefits	\$990,871			\$792,271
"A" Fund	\$1,241,856			\$225,356
Retirement Benefits	\$92,917			\$65,262
401-k, B, & C Funds	\$1,390,312			\$1,214,165
Total	\$10,321,761			\$7,013,679

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MAJOR EARNINGS SUMMARY			
Airline	Career Value	% of Average	\$ Difference
UPS	10,321,761	147%	3,308,082
FedEx	9,611,866	137%	2,598,187
Delta	7,513,583	107%	499,904
United	7,429,354	106%	415,675
American	7,433,884	106%	420,205
Southwest	7,466,084	106%	452,404
Math Average	7,013,679	100%	0
Alaska	6,793,789	97%	-219,890
Hawaiian	6,208,536	89%	-805,143
Frontier	6,458,618	92%	-555,061
jetBlue	6,119,070	87%	-894,609
Spirit	6,046,964	86%	-966,715
Allegiant	5,460,106	78%	-1,553,573
Atlas	4,314,212	62%	-2,699,467

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Career Loss Value Model

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Career Earning Summary: OPTIONS #1 AND #2

TRAINING/TIME BUILD/MISSION PILOT EARNINGS - 13 Years			NATIONAL AIRLINES FULL CAREER - 27.4 YEAR		TOTAL REGIONAL AL CAREER OPTION #1	
STUDENT & CFI	Number	UNK	Pilots	14,340	Pilots	14,340
10 YR MISSION PILOT	Career Income	\$45,060	Career Earnings	\$2,786,882	Career Earnings	\$3,331,942
OPTION 1	Active Bene	133,683	Active Benefits	\$587,990	Active Benefits	\$721,673
	"A" Fund	0	"A" Fund	\$0	"A" Fund	\$0
	Ret Benefits	0	Retirement Benefits	\$47,435	Retirement Benefits	\$47,435
	"B" Fund/401(k)	72,942	"B" Fund/401(k)	\$941,708	"B" Fund/401(k)	\$1,014,650
	Total	\$751,686	TOTAL	\$4,364,015	TOTAL	\$5,115,700

TRAINING/TIME BUILD/MISSION PILOT EARNINGS - 13 Years			NATIONAL AIRLINES - 5 YR LEAD-IN		MAJOR CAREER EARNINGS - 22.4 YRS		TOTAL MAJOR AL CAREER OPTION #2	
CFI	Number	UNK	Pilots	14,340	Pilots	70,791	Pilots	70,791
OPTION 2	Career Income	\$545,060	Career Earnings	\$344,013	Career Earnings	4,777,568	Career Earnings	\$5,666,641
	Active Bene	\$133,683	Active Benefits	\$67,285	Active Benefits	731,327	Active Benefits	\$932,295
	"A" Fund	\$0	"A" Fund	\$0	A-Fund	225,356	"A" Fund	\$225,356
	Ret Benefits	\$0	Retirement Benefits	\$0	Ret. Income	65,262	Retirement Benefits	\$65,262
	"B" Fund/401(k)	\$72,942	"B" Fund/401(k)	\$42,341	"B" Fund/401(k)	1,214,165	"B" Fund/401(k)	\$1,329,449
	Total	\$751,686	TOTAL	\$453,638	TOTAL	7,013,679	TOTAL	\$8,219,003

CAREER VALUE LOSS SUMMARY						
Career Path		Options		Probability	Career Path Value	Average Value
Time Build/CFI/Mission Pilot	13 Years			100%	\$751,686	\$751,686
National/Regional Airline Pilot - 5 Yr Lead In				100%	\$453,638	\$453,638
National/Regional Airlines – Full Career - 27.4 Years		OPTION	1	20%	\$3,910,376	\$782,075
Major Airline Pilot - Full Career - 22.4 Years		OPTION	2	80%	\$7,013,679	\$5,610,943
		MOST PROBABLE CAREER LOSS VALUE				\$7,598,342

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Career Loss Value Model

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IV - ECONOMIC MODEL RESULTS

The most probable career value loss for Mr. Lee's full career is \$7,598,342 as depicted in the table below:

This loss is the result of the following:

1. 2 years completing flight training as a Commercial Pilot and flight instructor at MBI - (100%).
2. 1 year building flight time as an instructor pilot at MBI - (100%).

PLUS

3. 10 years as a mission pilot for MAF – 100%

PLUS

4. A full career at an average of one of six Regional airlines – 27.4 years (20%).

OR

5. 5-year Career at the average of six Regional Airlines - (80%)

PLUS

6. A 22.4 career at an average of the 13 Major airlines - (80%)

CAREER VALUE LOSS SUMMARY						
Career Path		Options		Probability	Career Path Value	Average Value
Time Build/CFI/Mission Pilot	13 Years			100%	\$751,686	\$751,686
National/Regional Airline Pilot - 5 Yr Lead In				100%	\$453,638	\$453,638
National/Regional Airlines – Full Career - 27.4 Years		OPTION	1	20%	\$3,910,376	\$782,075
Major Airline Pilot - Full Career - 22.4 Years		OPTION	2	80%	\$7,013,679	\$5,610,943
		MOST PROBABLE CAREER LOSS VALUE				\$7,598,342

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Career Loss Value Model

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V - EXECUTIVE SUMMARY

At the time of his death, Mr. Lee's career loss as a professional mission/airline pilot is presented below. It is my opinion that the most probable career income loss for Mr. Lee's career because of his death is **\$7,598,342**.

The basis for this opinion include:

- a. The calculations outlined in the previous sections of this report. These were derived using spreadsheet tables with airline pay rates from the current airline union contracts pay data.
- b. Mr. Darby's experience in analyzing the pilot job market for over 33 years
- c. Information in The AIR, Inc. Career Pilot Development System
- d. Information in the KitDarby.com Airline Career Days Seminar workbook
- e. Air, Inc./KitDarby.com 25 plus years of historical airline pilot career survey data.
- f. KitDarby.com's advanced Draft of the 2021 Airline Pilot Salary Survey

Data and other information considered by Mr. Darby in forming the opinions can be found in the publications listed in the bibliography and the information in Appendix E – Document reviewed for Joochan Lee.

CAREER VALUE LOSS SUMMARY					
Career Path		Options	Probability	Career Path Value	Average Value
Time Build/CFI/Mission Pilot	13 Years		100%	\$751,686	\$751,686
National/Regional Airline Pilot - 5 Yr Lead In			100%	\$453,638	\$453,638
National/Regional Airlines – Full Career - 27.4 Years		OPTION 1	20%	\$3,910,376	\$782,075
Major Airline Pilot - Full Career - 22.4 Years		OPTION 2	80%	\$7,013,679	\$5,610,943
MOST PROBABLE CAREER LOSS VALUE					\$7,598,342

CAREER LOSS SUMMARY	
TOTAL	\$7,598,342
YEARLY- 40.4	\$188,078
MONTHLY	\$15,673

Mr. Lee's career loss is **\$7,598,342**. Outside work, self-employment and personal investments are not examined as potentials for additional income. I hold this opinion to a reasonable degree of certainty in my field. I reserve the right to modify this report if new or additional information becomes available.

Sincerely,



Kit Darby
President, KitDarby.com

Mr. Joochan Lee

September 6, 2021

Career Loss Value Model

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VI - DEFINITIONS

GENERAL TERMS:

AIRLINE TRANSPORT PILOT (ATP) CERTIFICATE is a pilot certificate issued by the FAA. An ATP is required when acting as pilot-in-command of any aircraft for a domestic or an international air carrier. An ATP is also required to be a captain for an air taxi operation and other commercial operations.

AVIATION INFORMATION RESOURCES, INC. (AIR, INC.) is an aviation career information and consulting firm located in Atlanta, Georgia. Owner and President Kit Darby is recognized nationwide as the leading U. S. aviation career information expert. AIR, Inc. provided a variety of aviation related products and services including career counseling, aviation marketing and product development, aviation career information and out-placement seminars, employability studies, and career earnings models.

CREDIT TIME: The ratio-of-pay for time on duty, or trip time (away from home). The average Duty time ratio among Major airlines is 1 hour of pay credit for 2 hours of duty (1 for 2). The average trip hour ratio among major airlines is one hour of pay credit for 3.5 hours of time away from base (1 for 3.5). This helps ensure efficient scheduling of pilots, however, is only used to determine pay about 5%-10% of the time.

FEDERAL AVIATION ADMINISTRATION (FAA). A division of the US Government, Department of Transportation. The FAA is the governmental body which licenses pilots, flight engineers, mechanics, air traffic controllers and other skilled workers in the U.S. aviation industry. The FAA is also the enforcement agency for all CFRs and other aviation laws.

CODE OF FEDERAL REGULATION (CFR). CFRs are the rules and regulations by which the entire aviation industry operates. Airlines, airframe manufacturers and airports all operate under these auspices.

A. 14 CFR, PART 121: That portion of the CFRs that governs operations for scheduled airlines.

B. 14 CFR, PART 135: That portion of the CFRs that governs operations for charter operators.

FUTURE AVIATION PROFESSIONALS OF AMERICA (FAPA). FAPA was an aviation career information and consulting firm located in Atlanta, Georgia, which ceased operations in 1996.

HARD TIME: Actual flight time, block-to-block. Includes taxi time.

SCHEDULED TIME: The published flight time, block-to-block.

TYPE RATING: Specific training and rating required to operate all turbojet aircraft and all other aircraft with a certificated gross takeoff weight of over 12,500 pounds. The pilots must hold a valid type rating on that aircraft. The rating is applicable to that aircraft only; therefore, each aircraft in these categories require a specific type rating. All airlines pilots, including new-hires, must obtain an aircraft type rating to be a pilots of large aircraft under FAR part 121 or 135 scheduled passenger or cargo operations.

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DUTY POSITIONS:

CAPTAIN: The captain is the pilot-in-command for aircraft being operated under 14 CFR Part 135 and Part 121 airline operations. He/he is the final authority/command of an aircraft in the air or when it is in the process of moving on the ground. The captain is also the final authority for the legal and safe operation of the total aircraft operation.

FIRST OFFICER: The first officer is the copilot or second-in-command of an aircraft that requires a copilot. In the event that the captain becomes incapacitated or delegates the command authority, the first officer would effectively become the captain.

AIRLINE CATEGORIES:

MAJOR AIRLINE: An airline whose annual revenues are \$1 billion or more and operate large jet aircraft.

NATIONAL AIRLINE: An airline whose annual revenues are between \$100 million and \$1 billion.

REGIONAL AIRLINE: An airline whose annual revenues are less than \$100 million or operates aircraft with less than 100 seats.

NON-AIRLINE OPERATIONS:

CHARTER: An aircraft operator that provides nonscheduled, on-demand service under 14 CFR Part 135.

FLIGHT INSTRUCTION: The process of teaching others to fly aircraft under 14 CFR Parts 91, 141, or 142.

Mr. Joochan Lee

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VII - BIBLIOGRAPHY

EMPLOYABILITY

- 1992-2014 Airline Career Decision Guide - AIR, Inc./KitDarby.com
- 2004 Airline Pilot Application Handbook - AIR, Inc.
- Airline Pilot Central MAF, and FAPA websites

SALARIES, WAGES, and other forms of COMPENSATION

- AIR, Inc./KitDarby.com Major Airline Pilot Salary Survey – 1984-2021
- National and Major Airlines/Company/Union Contracts

ACTUARIAL

- US. Department of Commerce, Bureau of Consensus Statistics, National Data Book, 2012.
- A Longevity and Survival Analysis for a Cohort of Retired Airline Pilots, published by the DOT/FAA, 1995.
- RP-2000 Mortality Tables Report, Society of Actuaries, 2001.

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KIT DARBY
ATTACHMENT – A: PROFESSIONAL PUBLICATIONS

Mr. Darby was an aviation career consultant and president of Aviation Information Resources, Inc. (AIR, Inc.) in Atlanta, Georgia through February of 2009. AIR, Inc. provided a wide array of aviation related services including out-placement pilot services and career seminars, pilot career counseling, aviation marketing and product development, employability studies and career earnings models. He has authored:

The Airline Pilot Application Handbook,
Worldwide Simulator Supply Study
Civil Simulator Database
Airline Pilot Career Decision Guide
US Airline Salary Survey
Major Airline Career Earnings Comparison
Airline Pilot Test Kit
Questions-Questions-Airline Interview Guide
Airline Pilot Seminar Workbook.

Mr. Darby serves as the Publisher and Executive Editor of:
The Airline Pilot Job Monthly newsletter
Airline Pilot Careers magazine

His technology launch endeavors include:
an online application system (AIRApps) for airlines and pilots featuring automated application scoring.
The www.Jet-Jobs.com pilot career information web site that contains a 5,000-page archive on-line, peaking at 15,000 visits and 130,000 hits per day.

He has led and produced over 100 Airline Pilot Career Development Seminars, Forums, and Job Fairs nationwide since 1985. These were both commercial events and support outplacement activities for union sponsors (Airline Pilots Association, Teamsters, and Allied Pilots Association) and air carriers. Mr. Darby designed the content and audiovisual presentations as well as hosted these events for the past twenty years. The venues drew typical crowds ranging in size from 250 to 700 pilots and 100 representatives from twenty-five to thirty-five airlines and pilot training and services vendors.

Additionally, his efforts led to the production of seven three-hour career workshop programs for:
Furloughed Pilots
Civilian-to-Airline Pilot Transition
CRM in the Pilot Interview
Pilot Resumes and Applications
Airline Pilot Interview Survival
Pilot Testing and Simulator Evaluations
Military-to-Airline Pilot Transition.

Worldwide, Mr. Darby is recognized as an expert in US pilot hiring, pilot selection, pilot supply and demand forecasting, and interview preparation including: testing, simulator evaluations, medical exams and personnel interviews. He is regularly quoted in the national media - newspapers, magazines, and on television, including

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The Wall Street Journal, Atlanta Journal & Constitution, New York Times, Flying Magazine, AOPA Pilot, Airline Pilot Magazine, Time Magazine, Business Week, CNN, ABC, CBS, NBC, USA TODAY and many more.

He has provided labor contract negotiation support to FedEx (company and union), UPS, Airborne Express, Continental, Netjets, Teamsters, and ALPA. Furthermore, he has adapted AIR, Inc.'s annual Pilot Salary survey to compare the pay, benefits, work rules, and retirement among the Major, National, Regional airlines and corporate fractional operators.

Additionally, Mr. Darby and AIR, Inc. has provided consulting services to a wide range of airlines, training organizations, aviation consulting firms, airline unions, and aircraft and simulator manufactures. Past projects include: worldwide pilot supply and demand studies for Japan Airlines, AeroStrategy for Oxford Aviation Training, CAE, and the Rand Corporation for the Air Force: pilot wage, benefit, retirement, and work rule analysis for Boeing, ALPA, APA, Teamsters, Netjets, UPS, FedEx, and Airborne Express; Simulator supply, demand and rental rate studies for Raymond James, FlightSaftey, and Bombardier.

From 1983 through 1989, Mr. Darby was the Executive Vice President and 1/3 owner of Future Aviation Professionals of America (FAPA), the largest US aviation career information service at the time. Responsible for product development, sales, and marketing, Mr. Darby conceived the Airline Pilot Career Day seminars, the annual *Pilot Salary Survey* and the *Ultimate Career Pilot Starter Kit*. While with FAPA, he also co-authored the self-prep *Resume Kit*, *Simulator Flying Guide*, *Beginners Guide to Becoming a Career Pilot* and *World-Wide Pilot Supply Report*. Under Mr. Darby's direction, FAPA's sales grew from approximately \$300,000 in 1983 to over \$3.6 million in 1989. Personnel increased from three to forty- two full and part-time staff.

Since his career in commercial aviation began in 1978, Mr. Darby has interviewed twenty times with sixteen different airlines. Mr. Darby was a B-757/767 captain at United Airlines, but has also held positions as a flight engineer, first officer and captain while flying B-727/737, DC-8 and DC-9 aircraft. Mr. Darby has also worked for Braniff International, Capital Air and Republic Airlines. Mr. Darby received his BS in Aeronautical Studies from Embry-Riddle Aeronautical University. Prior to Embry-Riddle he spent four-years at NC State University School of Design majoring in Product Design.

Mr. Darby was the chief executive officer of InterFite, Inc. in Homestead, FL, a complete FBO that included a CFR 141 and VA-approved flight school plus a Cessna aircraft dealership. He was the Chief Instructor for a B-727 flight engineer school that was part of this school while working at Braniff as a DC-8 flight engineer and first officer from 1978 to 1980.

As a captain in the US Army, Mr. Darby established training programs, wrote flight-training manuals and trained instructor pilots in all Army fixed-wing aircraft (T-41, T-42, U-8, U-21, and OV-1). Mr. Darby co-authored the initial Army Aircrew Training Manuals for each Army fixed-wing aircraft. He was standardization Instructor Pilot and Instrument Examiner in all active Army fixed-wing aircraft and a rotary-wing Instrument Examiner. Mr. Darby held the Flight Commander position for each Army fixed-wing aircraft graduate flight training courses and the instructor pilot course. He was the fixed-wing branch chief at the Department of Army-wide Flight Standards for two years. In this position he and his teams traveled to

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large Army aviation bases throughout the US and overseas conducting training audits and giving spot check rides to local pilots, examiners, and instructors. For twenty-three years, he was active in the Army and the Georgia National Guard flying the OV-1 Mohawk as an instrument flight examiner and standardization instructor pilot. In the National Guard he conducted CRM, ground and flight training for his unit and other units throughout Georgia. He achieved more than 4,000 hours of military flight experience and 2,500 hours as an instructor pilot and instrument examiner conducting basic single and multi-engine, instrument, aerobatic, simulator, and tactical instruction and evaluations.

His pilot qualifications include: 20,513 hours total time, 16,221 hours jet time, ATP with B-727/737/757/767 and DC-8 type ratings, flight instrument and engineer instructor, commercial instrument helicopter pilot, CFI/II/MEI 15 years, plus military instructor and instrument examiner ratings in 2 helicopters and 5 fixed-wing multiengine aircraft over 23 years. He has over 6,000 hours teaching in full flight simulators for Boeing, and Delta Air Lines.

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ATTACHMENT – B: Fee Schedule**Appendix A: Fee Schedule as of January 2021**

Retainer	\$ 2,500
Applied to normal fees and fully refundable if we decide not to work together. Services rendered based on the merit of the case and available resources.	
Legal Package	\$ 750
Package includes a binder with historical pilot hiring statistics, pilot qualifications and experience trends (charts and graphs), pilot salary surveys—last five years, Pilot Career Development System - Fleet Directory (web), Career Decision Guide (Web), Airline Pilot Application Handbook, (Web).	
Client Evaluation/Interview with Mr. Darby in Atlanta-flat fee	\$ 1,300
(Two hr. review of records/2 hr. personal meeting.)	
Pre-employment Independent Medical Exam in Atlanta - flat fee	\$ 2,000
Review of records and exam with oral or written opinion of medical employability. Doctor available for deposition/court testimony at \$ 250/hour, 1/2 day minimum plus expenses.	
Statement of Employability—Career Earnings Model – Approx.	\$ 5,200
Complete assessment of employability including flight experience, ratings, licenses, qualifications, education, physical profile in relation to past, current or future hiring requirements/forecasts. Complete earnings model in current dollars from current position/employment through retirement including earnings, benefits, retirement (A-fund and B/C-fund calculations) and retirement benefits. We build a Three to 12-part major Airline model, which is factual, conservative, and convincing. National/Regional, Corporate, Military Models available.	
Additional Career Tracks – National/regional airline, corporate, fractional, military and others	\$ 1,200
Please allow approximately two weeks for completed model.	
50% deposit required to begin work. Balance due on completion.	
Deposition or Court Testimony - \$2,600/day, 2-day minimum	\$ 5,200
Expert witness on aviation job market, employability and career earnings potential. One day to prepare and one day for deposition/court testimony plus expenses.	
Aviation Consulting with retainer:	per hour \$ 325
	per day \$ 2,600
without retainer:	per hour \$ 375
	per day \$ 3,000
- Minimum billing in office: 1/2 hours; out of office: 1/2 day (4 hours); out of town 2 days.	
- Similar services available for aviation mechanics and flight attendants.	

KitDarby.com Aviation Consulting, LLC

1029 PEACHTREE PKWY N, + SUITE 352 + PEACHTREE CITY, GA 30269
TOLL FREE 877 334-2939 + BUSINESS 678 833-5620 + FAX 770 487-6617

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ATTACHMENT – C: 4 Year Case List

Date	Law Firm	Contact	Address	Add 2	City	ST	Zip	Case
6/11/21	Herrmann Law Group	Anthony Marsh	505 5th Ave S	Suite 330	Seattle	WA	98104	Joochan Lee
5/24/21	Kreindler & Kreindler	Daniel Rose/Kevin Mahoney	485 Lexington Ave		New York	NY	10017	Short
4/29/21	Wisner Law Group	Floyd Wisner	514 W State St.	Suite 200	Chicago	IL	60134	Qu
3/7/21	Tony Jobe Law	Tony Jobe	1144 Hardy Drive		Covington	LA	70433	Group of 16 vs Jet University
2/26/21	Katzman, Lambert, and Stoll	Bradley Stoll	121 N. Wayne Ave.	Suite 205	Wayne	PA	19087	Tessema - ET 302
1/27/21	Law Offices of J. Chrisp	Jesse Chrisp	15322 Lakeshore Drive 3rd Floor		Clearlake	CA	95422	Drosos v Mahe
12/18/20	KJK	Susan Stone/Kristina Supler	1375 East Ninth Street, 29 th Floor		Cleveland,	OH	44114	John Doe v McDaniel College
10/26/20	AMR, LLP	Peter Kaddan	300 – 145 Wellington Street West		Toronto	ON	M5J 1H8	McNulty v Canadian Filtration
10/2/20	Lewis Brisbois	Paul Rupprecht	1700 Lincoln St.	Ste-4000	Denver	CO	80203	Ordenez
10/2/20	Liberty Mutual - Progressive Specialty Ins. Co.	Michael Lyford	6300 Wilson Mills Rd		Mayfield Village	OH	44143	Perinelli
9/8/20	Anapol Weiss	Jo Ann Nemei	8700 E Vista Bonita Dr.	S-268	Scottsdale	AZ	85255	Kyle Pringle
8/20/20	Bounds Law Group	Ming A. Marx	1751 N. Park Ave.		Maitland	FL	32751	Jake Vernon
6/12/20	Alan Armstrong Attorney at Law	Alan Armstrong	2900 Chamblee Tucker Road	Bldg. 5, Ste. 350	Atlanta,	GA	30341	Nathan Sorenson
6/3/20	HONSA MARA LANDRY	Debbie Honsa	333 South 7 th Street, Suite 2300		Minneapolis,	MN	55402	John Edward Warrington
3/30/20	Wolk Law Firm	Cynthia Devers	1710-12 Locust St		Philadelphia	PA	19103	Rucie Moore
2/27/20	The Law Offices of Rik Lovett & Associates	Rik Lovett	4048 Barrett Drive		Raleigh,	NC	27609	Carol, Berenyi
1/6/20	LiveW3	Marcus Hiles	2505 N STATE HWY 360 SUITE 800		GRAND PRAIRIE	TX	75050	Live W3
11/11/19	Tiano Odell	William Tiano	118 Capitol Street	PO Box 11830	Charleston	WV	25339	Anh Kim Ho
10/30/19	Katzman, Lampert, & Stoll	Bradley Stoll	121 N. Wayne Ave.	Suite 205	Wayne,	PA	19087	Omer - ET 302
9/19/19	Benson Law Nevada	Kevin Benson, Esq.	123 W. Nye Lane #487		Carson City,	NV	89706	Kuklock
10/4/19	GARDINER KOCH WEISBERG & WRONA	John Wroma/Shannon Condon	53 W. Jackson Blvd.,	Suite 950	Chicago,	IL	60604	Harvino
8/7/19	Engle & Schults, LLP	Stephen Schultz, Esq.	One Federal Street	Suite 2120	Boston,	MA	2110	Jon Bryan
6/27/19	Fury Duarte PS Trial Lawyer	Scot Smith	1606 148th Avenue SE –	Suite 200	Bellevue,	WA	98007	Paul Engelian
5/29/19	Law Office of Samuel C. Moore, PLLC	Sam C. Moore	526 King Street,	Suite 506	Alexandria,	VA	22314	Ko Hyunju
4/26/19	The Wolk Law Firm	Cynthia Devers	1710-12 Locust St		Philadelphia	PA	19103	Robin Venuti
3/19/19	Motley Rice, LLC	Jim Bruaché	28 Bridgeside Blvd.		Mt. Pleasant,	SC	29464	Archuleta
1/26/19	Timothy D. McGonigle, P.C.	Timothy McGonigle	1880 Century Park East,	Suite 516	Los Angeles,	CA	90067	AA Pilot Flow
10/10/18	Comunale Law	Anthony Comunale	130 West Second St.	Suite 1444	Dayton,	OH	45402-1504	Barbra Kanble v Kanble
9/10/18	The Wolk Law Firm	Mike Miska	1710-12 Locust St		Philadelphia	PA	19103	Zachary Capra
8/17/18	Kitrick, Lewis, & Harris	Mark Kitrick	515E Main St.		Columbus	OH	43215	Dean Runfola
8/17/18	Nolan Law Group	Tom Routh	20 N. Clark Street	30th Floor	Chicago,	IL	60602	Al-Aryan
7/12/18	Sherman & Howard	Rajesh Kukreja	633 17th St.	S-3000	Denver	CO	80202	Arden Lindsey v Brad Lindsey
8/7/18	Bonar, Bucher & Rankin, PSC	Tony Bucher	3611 Decoursey Ave.		Covington	KY	41015	Karen McNally
5/16/18	Spohrer & Dodd, PL	Barry Newman	76 S. Laura St.	S-1701	Jacksonville	FL	32202	Marcos Rodriguez V. USAF
3/15/18	Steve Ray Law, PLLC	Steve Ray	425 W Mulberry St	Suite 112	Fort Collins,	CO	80521	Skousen V Menzies Aviation
03/02/18	Nolan Law Group	Tom Routh	20 N. Clark Street	30th Floor	Chicago,	IL	60602	Oakley
1/29/18	Law Office of Jeffery Robinson	Jeffery Robinson	4700 Pt. Fosdick Dr.	Suite 301	Gig Harbor	WA	98335	Hamrick Dissolution
9/17/17	Woodruff Lawyers	Sandler/Barnett	4234 Meridian Parkway	Suit 134	Aurora	IL	60504	Royser V FAA
11/3/17	The Morgan Law Group	Erick Trivedi	55 merick Way	Suite 404	Coral Gables,	FL	33134	Douglas Gilbert
6/17/17	Nurnburg Paris, Hekker, McCarthy	Jamie Lebovitz	600 Superior Ave.	Suite 1200	Cleveland	OH	44114	Carl Woodland

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ATTACHMENT – D: Aviation & Business Resumes**ARTEMAS KEITT DARBY, III**

1029 Peachtree Pkwy. S-352

Peachtree City, GA 30269

PH: (877) 334-2939

FAX: (770) 487-6617

FLIGHT RATINGS:**CIVIL**

ATP: S&MEL Land (B-717/27/37/57/67/DC-8/9)
 CFI: Aircraft / Instrument (15 years)
 FE: Turbojet (B-727/DC-8)
 Part 121: CPT/FO/SO (DC-8/9;B-727/37/57/67)
 Parts 121, 135, 141, 142, 91 & 63 experience

MILITARY - Retired

Instrument Examiner: F/W & R/W aircraft
 Standardization IP: 5 F/W aircraft
 Unit Training and Operations Officer
 Maintenance Test Pilot
 Flight, Ground, & Simulator Instructor

FLIGHT TIME:**TOTAL 23,513**

Heavy Jet (2 & 4 engines)	5,544	Instructor Pilot	2,775	Actual Instruments	2,058
Pilot-in-Command	15,210	Sim. Instructor (B-727/37/717) ..	5737	Simulated Instruments	455
Multengine	17,123	Flt. Engineer (B-727/DC-8)	3,070	Night	3,335

WORK EXPERIENCE:**AIRLINE PILOT**

NOV 12 – Present	Delta Prof. Services	Instructor Pilot ATP-CTP, B-757/MD-88. Part 121/42 GRD & SIM
NOV 07 – MAY 14	Boeing Training Ser.	Instructor pilot B-717/737-3/5/800. Part 121/142/AQP GRD & SIM
JAN 85 –Retired 5/07	United Airlines	Captain: B-737/757/767. FO/SO B-737/727. Part 121 scheduled
PIC B-767/757 3,637	Chicago, IL	domestic/int'l pax operations throughout North / South America &
PIC B-7374,272		Europe. ETOPS, RSVN, & INS long-range navigation operations.
PIC DC-8350		
JUL 85 - DEC 85	Republic Airlines	First Officer: DC-9. Part 121 scheduled domestic/international
	Detroit, MI	passenger operations throughout North America.
APR 81 - NOV 84	Capitol Air	Captain & FO: DC-8. 121 domestic/international passenger and
	Jamaica, NY	charter operations throughout North America and Europe.
AUG 78 - SEP 80	Braniff Int'l	First Officer/FE: B-727/DC-8. Part 121 domestic/international
	DFW Airport, TX	passenger operations throughout North / South America.

MILITARY INSTRUCTOR PILOT, EXAMINER, & FLIGHT COMMANDER

1969 to 1993
 Retired
 Captain US Army. Standardization Instructor Pilot and Instrument Examiner - 8 years. Commanded the Aircraft Qualification & IP Course for all F/W aircraft. Army-wide Flight Standards Division - 2 years. Established training programs, wrote flight training manuals and trained IP's in all Army fixed-wing aircraft. Georgia Army Nat'l Guard OV-1 SIP/Flight Examiner – total of 23 years.

EDUCATION:**B.S. DEGREE - AERONAUTICAL STUDIES**

NOV 74 - AUG 77
 Embry-Riddle AU, FL: Concentration on Flight Technology. Dean's List student.

SPECIAL TRAINING:

JUL 09 & JAN 13
 MAY 00
 JUN 93
 JAN 90
 JUL 85
 JAN 85
 JUN 84
 MAY 81
 APR 79
 AUG 78 - OCT 78
 DEC 76 - JAN 77
 APR 74 - JAN 77
 FEB 69 - MAR 91
 FEB 69 - JUL 71

B-717 Instructor/Transition Training: Boeing, Seattle, WA & Delta Air Lines Atlanta, GA
 B-757/767 Captain Transition Training: United Airlines, Denver, CO
 B-737 Captain Upgrade Training: United Airlines, Denver, CO
 B-727 First Officer Upgrade Training: United Airlines, Denver, CO
 DC-9 First Officer Initial Training: Republic Airlines, Atlanta, GA
 B-727 Second Officer Initial Training: United Airlines, Denver, CO
 DC-8 Captain Upgrade Training: Capitol Air, Smyrna, TN/Dallas, TX
 DC-8 First Officer Initial Training: Capitol Air, Smyrna, TN
 DC-8 First Officer Upgrade Training: Braniff International, Dallas, TX
 B-727/DC-8 Second Officer Initial Training: Braniff International, Dallas, TX
 Fixed-wing & Rotary-wing Instrument Flight Examiner's Courses (US Army)
 Instructor Pilot Courses: OV-1, U-21, U-8, T-42, and T-41 (US Army)
 Overwater/Land Survival, Altitude Chamber, Ejection Seat Training (US Army)
 Infantry Officer Candidate School, Advanced Infantry, and Basic Training (US Army)

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KitDarby.com**ARTEMAS KEITT DARBY, III****1029 Peachtree Pkwy N, S-352****Keitt (Kit) Darby****Peachtree City, GA 30290****Pres., KitDarby.com****Cell: 678 776-5633****Business Qualifications****SKILLS:**

- Seasoned business executive with established interpersonal and public speaking presentation skills.
- Thirty years of bottom-line oriented business management results concentrated in the areas of flight training, pilot hiring, and aviation career consulting.
- Direct sales, marketing, and product development with a demonstrated ability to conceive, develop and deliver profitable products and services to professional pilots.
- Effectively integrate business technologies to publish print and Internet-based pilot career information.
- Apply industry analysis of airline crewing to pilot and simulator supply and demand forecasting.
- Design and deliver effective marketing campaigns and promotional solutions for professional pilots.
- Evaluate business processes and rules to identify and implement potential improvements.
- Customer relationship management and applications ensuring quality execution of customer operations.
- Lead and mentor staff members to completed projects on time and under budget.
- Successfully negotiate with trade and national media to deliver requested data in support of company goals.
- Guide pilots in pursuit of their career goals while overseeing career counselors and editorial staff to provide

the best products and services for pilots in the pursuit of their professional goals.

BUSINESS EXPERIENCE:**Business Owner and Manager**

JAN 09 - Present	KitDarby.com Aviation Consult., LLC Peachtree City, GA	President: Litigation support – Pilot Career Earnings, Pilot hiring and selection, supply and demand forecasting Media advisor, CNN, FOX News, Bloomberg, Wall Street Journal
JAN 89 – FEB 09	AIR, Inc. - Aviation Information Resources, Inc. Atlanta, GA	President and CEO: Leadership responsibility for P&L, marketing operations and product development. Increased sales from start-up to \$3.3M. Expanded products and services by adding online application system, consulting services, and production of new seminar workshops. Served over 200,000 pilot members from 1989 to 2009.
NOV 83 - DEC 89	FAPA - Future Aviation Professionals Of America	Executive Vice President: Sales, marketing and product development. Increased sales from \$300,000 to \$3.6M. Expanded products and services by adding resume service, career

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	Atlanta, GA	seminars, monthly magazine, and annual pilot salary survey.
APR 80 - NOV 83	Coast Magazine Myrtle Beach, SC	Business Manager: Computerized typesetting, bookkeeping, and ad sales. Introduced full year color printing cutting cost by 60%. Brought shipping and delivery in-house at a 50% savings.
AUG 78 - SEP 80	InterFlite, Inc. Miami, FL	President and Chief Instructor: Purchased and re-certified a dormant FAA 141 school certificate. Re-established VA funding. Developed an FAA/VA approved B-727 FE course as chief instr.
JAN 78 - SEP 78	Flight Int'l, Inc. Atlanta, GA	Simulator and Ground Instructor: FAA and VA approved B-727 FE course. Taught full B-727 ground school, CPT and simulator. Written course instructor for the ATP and FE written exams
1969 to 1993	Military Flight Training and Standardization Manager Captain US Army. Standardization Instructor Pilot and Instrument Examiner - eight years. Commanded the Aircraft Qualification & IP Course for all F/W aircraft. Army-wide Flight Standards Division - two years. Established flight training programs, wrote flight training manuals and trained pilots and IP's in all Army fixed-wing aircraft. Georgia Army Nat'l Guard OV-1 SIP/Flight Examiner - total of 23 years.	

CONSULTING: Aviation Marketing/Pilot and Simulator Supply and Demand

NOV 09	Airline Pilot Supply, Earnings and Qualification Study, GAO Washington, DC
AUG 06	Airline Bid Pack Analysis and Career Value Study, Boeing, Seattle, WA
DEC 05	Airline/Corporate Bid Pack Analysis and Career Value Study, Netjets, Columbus, OH
2003/04/05	Simulator Rental Rate & Utilization Study, Raymond James, Vancouver, BC
FEB 01	Worldwide Pilot Supply & Demand Study, AeroStrategy for Oxford Aviation, England
2000/01/02	US Pilot Supply Study, Rand Corporation for the US Air Force, Washington, DC
1998/00	Major Airline Career Value and Work Rule Study, Teamsters (ABX), Wilmington, OH
OCT 98	Major Airline Career Value Study, FedEx, Memphis, TN
JUN 94	Furloughed pilot outplacement services, Allied Pilots Association, Dallas, TX
JUL 93	Maintenance Training Facility Location Study, Dalfort, Dallas, TX
JUN 92	Furloughed pilot outplacement services, Pan American Airways, New York, NY
SEP 91	Replacement Simulator study for Dalfort (Braniff Education Systems), Dallas, TX
MAR 90	Flight Training Marketing Study, UND Spectrum Program, Grand Forks, ND
DEC 89	Worldwide Pilot Supply and Demand Study, Japan Airlines, Japan
NOV 89 to Present	Furloughed/displaced pilot outplacement services, ALPA (Frontier, EAL, plus 15 more)

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KitDarby.com**EXPERT WITNESS:****Pilot hiring and Career Value Models**

JAN 83 - Present Provided litigation support in approximately 250 cases with written reports and excel workbooks detailing the job market and the average career value for the US Major airlines, National Airlines, Regional Airlines, Military, Corporate, and Fractional operators pilot careers. Additional models have been developed for Maintenance Technicians, Flight Attendants, Simulator Instructors, and Ground School Instructors. Supplied written reports, depositions, and trial testimony services to pilots' attorneys and their estates, pilot unions, airlines, the FAA, and the US Department of Justice in the US and Canada.

EDUCATION:**B.S. Degree - Aeronautical Studies**

AUG 77 Embry-Riddle AU, Daytona Beach, FL: Concentration on Flight Technology. Dean's List. Education concurrent with military duty as a flight commander and instructor pilot.

JAN 69 NC State University, Raleigh, NC. School of Design – Major Product Design. Minor Psychology. Freshman and varsity basketball and track on scholarship. Sigma Nu Fraternity. Air Force ROTC. Qualified first in class for pilot training. Education concurrent with work to pay general expenses. Intern family publishing business.

ASSOCIATIONS:

- Air Line Pilots Association: Member, outplacement services to furloughed/displaced pilots since 1983.
- Aircraft Pilots and Owners Association: Member, conducting pilot career workshops from 1983 to 2001.
- National Business Aircraft Association: Corporate member since 1983.
- Organization of Black Airline Pilots: Corporate member, conducting pilot career workshops since 1983.
- Women in Aviation: Corporate member, pilot career workshops at annual meetings since 1983.
- Experimental Aircraft Association: Corporate member, pilot career forums at Oshkosh since 1983 and Sun & Fun since 2010.

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ATTACHMENT – E: Documents & Information Reviewed for Joochan Lee Case

Documents & Information reviewed for Joochan Lee:

Phone Interviews:

Yuki Lee - Wife

Mirea Lee – Sister

Sege Yung– Friend

Jessica Snyder – Family friend

Documents:

Lee.JooChan Official Transcript.pdf

Joochan Lee EW Fact Sheet.pdf

1. Complaint - Joochan Lee.pdf

NTSB Factual Report - 10.28.2020.pdf

NTSB Preliminary Investigation.

Websites:

Mission Aviation Fellowship

Moody's Bible institute

Zipps.com Career Experts

Mr. Joochan Lee

September 6, 2021

Career Loss Value Model

KitDarby.com

ATTACHMENT – F: Websites Reviewed for Joochan Lee Case

Mission Aviation Fellowship:

Missionary Qualifications

All candidates must meet the following personal qualifications. Couples applying to MAF must individually meet these qualifications.

- Committed relationship with Jesus Christ and affirmation of spiritual maturity by others
- A desire to be part of fulfilling the Great Commission
- Willingness to raise prayer and financial support
- 12 hours of college-level Bible course ([view a list of recommended Bible schools](#)) or equivalent (talk to us)
- Active in a local church or ministry for at least two years

Professional Qualifications

Pilot/Mechanic

- Commercial Pilot License with instrument rating
- Minimum 400 hours total time
- 50 hours high-performance time
- Airframe & Powerplant Certificate
- **Recommended:**
 - Certified Flight Instructor rating

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September 6, 2021

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Current Aviation Needs

Maintenance Specialists

Haiti (1), Africa Region (4), South Central Asia (1), Southeast Asia (2)

Pilot/Mechanics

Africa (2), Haiti (3), Indonesia (3)

Pilot Specialists

Latin America - Affiliates (2), Africa (1), Indonesia (1), South Central Asia (1)

MAF recommended bible schools list:

Moody Bible Institute Spokane

6719 E. Rutter Ave.

Spokane, WA 99212

Phone: (509) 535-4051

Email: moody.aviation@moody.edu

Note: Moody Aviation offers flight training, a one and a half year A&P program, advanced maintenance experience and Bible training. Bachelor degree options are available.

Mr. Joochan Lee

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Moody's Bible Institute:

TRAIN TO BE A MISSIONARY AND AN AVIATOR

When you earn your Bachelor of Science in Missionary Aviation Technology—Flight from Moody Aviation, you prepare to serve as a missionary and an aviator anywhere. You'll study under faculty who have extensive mission aviation experience, and a passion for God's Word. Gain training in the Bible and theology to prepare you to serve God wherever He calls you.

Build 325 hours of flying experience and graduate with a commercial pilot certificate, instrument rating, and high performance, tailwheel, and complex endorsements. Earn maintenance training that culminates in airframe and powerplant certification.